



Implementation Status
March 2015

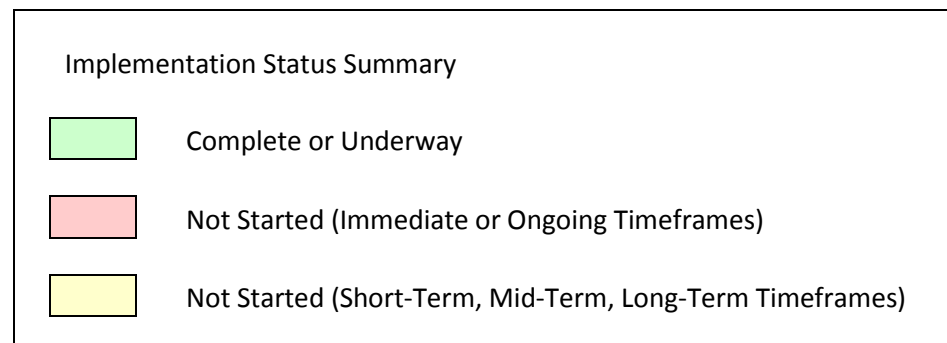
INTRODUCTION

plaNorfolk2030, Norfolk's comprehensive plan adopted on March 26, 2013, includes 542 implementation actions spread across 13 chapters. The City Planning Commission committed to reviewing the implementation status every two years following the 2013 adoption of *plaNorfolk2030*. This is the first two-year implementation analysis and it is paired with a metrics analysis (*Metrics Report March 2015* under separate cover). The metrics and implementation status reports are summarized in the *Implementation and Metrics Evaluation March 2015* (under separate cover). Together, these products will allow the City Planning Commission and staff to better evaluate the effectiveness of *plaNorfolk2030* implementation and highlight any areas that need attention or modification.

This report provides the implementation status for each of the 542 actions specified in *plaNorfolk2030*. The status of each action, identified in the column labeled "Status March 2014," was determined as follows:

- "Complete"
- "Continuing" if it is an ongoing action and has commenced
- "Underway" if the action has a specific timeframe such as short-term and has commenced
- "Not started"

In addition, each implementation action was summarized using the following categories:



Following is the detailed analysis of plan actions.

Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Land Use Goal 1. Ensure that the type and quality of land uses will complement or enhance the community's physical characteristics.								
Outcome LU1.1. Future land use map and categories that respect neighborhood characteristics and meet the demand for each type of use.	LU1.1.1	Use the Future Land Use Map, in conjunction with the text, to guide the location and character of development.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.1.2	Implement residential land use categories that reflect existing successful neighborhood patterns with regard to lot width, structure type, setback, and vehicular use areas.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.1.3	Implement non-residential land use categories to meet market demand while recognizing the importance of accessibility, infrastructure capacity, and the relationship in scale and use to the neighborhood.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.1.4	Support mixed use development in appropriate locations in Residential Mixed, Multifamily Corridor, Multifamily, Commercial, and Office designated areas provided that it includes a combination of two or more land uses, at least one of which is residential and the other is non-residential, it includes the use depicted on the Future Land Use Map as part of the mixed use development, and it includes complementary uses.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.1.5	Support the development of uses in Transit Supportive Areas (areas surrounding selected rail stations) that create opportunities for a mix of employment and residential activity that promotes transit, bicycle, and pedestrian activity, while discouraging low intensity auto-oriented uses.	Planning	Ongoing	Existing Resources	Related to T1.2.8.	Continuing	Apply for grant funding to study (Urban Development Areas)
	LU1.1.6	Utilize a series of Character Districts to establish differing development standards based on the existing predominant development character in an area.	Planning	Ongoing	Existing Resources	Related to LU1.2.3.	Underway	Parking and townhouse zoning complete. Part of Zoning Ordinance rewrite.
	LU1.1.7	Evaluate any potential changes in land use classification to Multifamily or Multifamily Corridor residential using the criteria as defined.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.1.8	Ensure that new multifamily housing is designed to meet the criteria as defined.	Planning	Ongoing	Existing Resources		Continuing	May need to address criteria.

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	LU1.1.9	Encourage the creation of new exclusively-commercial locations in nodes at the intersections of roads rather than at isolated mid-block locations.	Planning	Ongoing	Existing Resources		Continuing	Evaluate policy to add--discourage commercial development that is inappropriately located.
	LU1.1.10	Identify potential areas for transition or intensification of land use.	Planning; Development	Ongoing	Existing Resources	Related to EV1.1.1.	Underway	Development updating this effort
	LU1.1.11	Evaluate reuse options for city-owned facilities that are planned for closure.	Development; Planning	Ongoing	Existing Resources		Continuing	
	LU1.2.1	Develop new zoning tools reflecting best practices to address lot width, building placement, building form, landscaping, stormwater, and vehicular uses areas (driveways, parking lots, and garages) to ensure that development is compatible with surrounding land uses.	Planning	Immediate	\$100,000 to \$250,000	Anticipates comprehensive revision of the Zoning Ordinance.	Underway	Zoning Ordinance rewrite underway
	LU1.2.2	Develop appropriate land use transitions between lower-intensity residential areas and other more intense land uses by amending the zoning ordinance to provide appropriate vegetated buffers to ensure meaningful separation of uses or by applying slightly more intense uses adjacent to lower-intensity uses, with the transition occurring at the rear property lines.	Planning; RPOS	Immediate	*	Part of work program for LU1.2.1.	Underway	Auto repair and sales amended, use table and dimensional standards adopted. Zoning Ordinance rewrite underway.
	LU1.2.3	Establish parking standards within the Character Districts based on the most current research on parking by the Institute of Traffic Engineers, and other professionally-recognized organizations.	Planning	Immediate	Existing Resources	Related to LU1.1.6.	Complete	
	LU1.2.4	Update zoning regulations to ensure the adequate provision of open space in multifamily residential and planned development districts.	Planning	Immediate	Existing Resources		Underway	Part of Zoning Ordinance rewrite
	LU1.2.5	Revise zoning regulations, developing new commercial categories and appropriate regulations that better reflect the current function of commercial areas as neighborhood-serving, community-serving, or region-serving.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite
	LU1.2.6	Encourage the use of design guidelines wherever possible to ensure compatible development.	Planning	Ongoing	Existing Resources		Continuing	Need to expand the inventory of design guidelines

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015		DETAILS
Outcome LU1.2. Development regulations and practices that support a quality built and natural environment.	LU1.2.7	Ensure that all new development in designated flood-prone areas complies with the city's flood protection regulations.	Planning	Ongoing	*	Part of work program for ES2.1.8.	Continuing	
	LU1.2.8	Evaluate the impact of potential sea level rise when reviewing development proposals and future changes to development regulations.	Planning	Ongoing	*	Part of work program for ES2.1.1 and ES2.1.2.	Continuing	Working on an approach. CRO should be added as a responsible party.
	LU1.2.9	Continue enforcement of the Airport Safety Zone Overlay District, restricting heights in designated areas.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.2.10	Ensure that zoning regulations reflect noise zones and accident potential zones so that residents are aware of the impact of airport regulations on land use.	Planning	Immediate	*	Part of work program for LU1.2.1. See Map LU-3 and Table LU-3.	Continuing	
	LU1.2.11	Do not support any proposed increase in intensity of uses located in incompatible noise and accident potential zones and seek opportunities to reduce the intensity of those incompatible uses.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.2.12	Coordinate land use planning with institutions, including the military, colleges and universities, and medical institutions, to ensure compatibility with surrounding neighborhoods.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.2.13	Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments.	Planning	Immediate	Existing Resources		Complete	May still be revised as part of Zoning Ordinance rewrite
	LU1.2.14	Work to bring existing automobile sales or repair establishments into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.	Planning	Ongoing	Existing Resources		Continuing	Will continue as part of review for new special exceptions
	LU1.2.15	Ensure that the design and scale of public utility structures are in keeping with the surrounding uses and that the placement minimizes physical or visual obstructions and avoids environmentally sensitive areas.	Planning	Ongoing	Existing Resources		Continuing	
	LU1.2.16	Develop design guidelines for public utility structures.	Planning	Short-Term	Existing Resources		Not started	Issue of resources

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IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Neighborhoods Goal 1. Enable neighborhood residents to take ownership of their neighborhoods.								
Outcome N1.1. Enhanced resident and civic organization capacity to shape their communities.	N1.1.1	Identify a core group of engaged neighborhood residents with the capacity to affect change, and work with them prepare and implement community engagement strategies.	Neighborhood Development	Ongoing	Existing Resources		Continuing	
	N1.1.2	Continue to support citizen organizations in their efforts to improve their communities.	Neighborhood Development	Ongoing	\$250,000 to \$1 Million		Continuing	Neighborhood & Commercial District Programs including Park Place, Colley & 21st, Five Points, East Little Creek Road corridor, Riverview Village, Wards Corner, Brambleton Avenue, North Colley, East Beach Center, Huntersville and Chelsea
	N1.1.3	Support neighborhood activities and celebrations, such as picnics, festivals, and other similar events.	Neighborhood Development	Ongoing	*	Part of work program for N1.1.2.	Continuing	Block-by-Block Neighborhood Grants - mini and matching
	N1.1.4	Invest in programs, such as the Neighbors Building Neighborhoods Academy, that build capacity among residents to formulate and assume ownership of neighborhood values, standards, and goals.	Neighborhood Development	Ongoing	*	Part of work program for N1.1.2.	Continuing	Rolled out Leadership Development "train the trainer" for Civic League Leaders -- Winter 2015
	N1.1.5	Foster the development of community partnerships, capitalizing on the energy and expertise of institutions such as universities and the faith-based community and the capabilities of neighborhood residents, to improve neighborhood character, maintenance, and safety while maximizing the effective use of city resources.	Neighborhood Development	Ongoing	Existing Resources		Continuing	
	N1.1.6	Continue to involve neighborhood civic leagues, and other similar organizations, in the decision-making process for city actions such as land use changes.	Neighborhood Development; Planning	Ongoing	Existing Resources		Continuing	
	N1.1.7	Expand civic outreach efforts to more effectively involve traditionally underserved individuals, such as youth.	Neighborhood Development	Immediate	Up to \$100,000		Continuing	Rolled out Leadership Development "train the trainer" for Civic League Leaders -- Winter 2015
	N1.1.8	Promote Norfolk's centralized call center to improve the City's effectiveness in responding to neighborhood needs.	C&T	Ongoing	Up to \$100,000		Continuing	Follow up on recommendation to pursue a 311 system

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	N1.1.9	Develop a public outreach program to educate neighborhood residents regarding city programs available to them and their responsibilities related to accessing those services.	Neighborhood Development	Immediate	*	Part of work program for N1.1.2.	Continuing	
Neighborhoods Goal 2. Enhance the vitality of Norfolk's neighborhoods.								
Outcome N2.1. Improved maintenance of private property.	N2.1.1	Investigate reported code violations within 72 hours of an initial report and continue to address all related issues until they are resolved.	Planning	Ongoing	Existing Resources		Continuing	
	N2.1.2	Encourage the continuation of the landlord registration programs offered by some colleges and universities located in the City and the expansion of such programs to other institutions.	Planning	Immediate	Existing Resources		Continuing	
	N2.1.3	Continue to support home maintenance and other home improvement initiatives.	Planning; NRHA	Ongoing	\$250,000-\$1 Million		Continuing	
	N2.1.4	Promote maintenance of rental housing by educating tenants about their rights and responsibilities under the Virginia Residential Landlord and Tenant Act.	Planning	Ongoing	Existing Resources		Continuing	
	N2.1.5	Encourage the return of abandoned housing to safe and useful occupancy, through the Derelict Structures Program, employing demolition of structures that cannot be rehabilitated as a last resort.	Planning	Ongoing	Several Million	Spend approximately \$500,000 annually on this program.	Continuing	
Outcome N2.2. Improved maintenance of public property and infrastructure.	N2.2.1	Simplify the manner in which information on infrastructure maintenance needs can be collected from residents by creating a single online reporting mechanism.	C&T; GS	Short-Term	Up to \$100,000		Underway	
	N2.2.2	Encourage neighborhoods, businesses, and other organizations to take a larger role in cleaning and maintaining public spaces.	Neighborhood Development; RPOS	Ongoing	Existing Resources		Continuing	
	N2.2.3	Evaluate the need for changes to the Residential Permit Parking Program to more effectively apply to neighborhoods that have high demand for on-street parking and a limited supply, particularly those neighborhoods near major institutions.	PW	Immediate	Existing Resources		Not started	
	N2.2.4	Evaluate the City's lighting standards and ensure that neighborhoods meet the standard by maintaining existing street lights and adding new lights where they are appropriate.	PW; Police	Mid-Term	Several Million		Not started	Evaluation underway such as LED lights, etc.

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	N2.2.5	Encourage civic leagues to invite owners of rental properties to join neighborhood organizations to promote improved property maintenance.	Neighborhood Development	Ongoing	Existing Resources		Continuing	
Outcome N2.3. Strong and safe neighborhoods and neighborhood residents.	N2.3.1	Continue police outreach efforts, such as the Police Assisted Community Enforcement (PACE) program, that improve communications between neighborhoods and the Police.	Police	Ongoing	Existing Resources		Continuing	Community Resource Officer approach
	N2.3.2	Continue to support programs such as Neighborhood Watch, Business Watch, and Citizen's Police Academy, and initiatives such as Safer by Design, that increase neighborhood surveillance and reduce opportunities for crime to occur.	Police; Planning	Ongoing	Existing Resources	Related to N2.3.4.	Continuing	
	N2.3.3	Support after-school and other programs which provide youth with positive alternative activities.	RPOS; Libraries	Ongoing	\$250,000 to \$1 Million		Continuing	
	N2.3.4	Evaluate development regulations to identify ways that the principles of "Crime Prevention Through Environmental Design" (CPTED) can be incorporated into the design of newly-developed and redeveloped areas.	Planning; Police; RPOS	Immediate	*	Part of work program for LU1.2.1. Related to N2.3.2.	Underway	Part of Zoning Ordinance rewrite
	N2.4.1	Encourage the creation of neighborhoods in which people choose to live by enabling residents to take ownership of their neighborhoods.	Neighborhood Development	Ongoing	*	Part of work program for N1.1.2.	Continuing	
Outcome N2.4. Neighborhoods of choice that embrace people from a diversity of incomes and ethnicities.	N2.4.2	Develop programs to prevent concentrations of poverty, while ensuring affordable housing is located in proximity to employment centers, service centers, and public transit.	Planning; NRHA	Short-Term	Existing Resources		Underway	Part of work program of poverty commission and Development pursuing
	N2.4.3	Support the efforts of the "creative class" as they work to enhance the vibrancy of Norfolk's neighborhoods.	Planning; Development; Neighborhood Development	Ongoing	Existing Resources		Continuing	Efforts such as D-4 rewrite, parklets, pop ups, bike strategic plan, DNA work
	N2.4.4	Support the development of appropriately scaled and located neighborhood retail uses.	Development; Planning	Ongoing	Existing Resources		Continuing	Efforts such as business concierge program
Neighborhoods Goal 3. Enhance neighborhood character, design, and visual identity.								
	N3.1.1	Develop and prioritize a list of improvements to public spaces, including streets, which can serve to enhance visual character and improve the pedestrian environment.	PW; RPOS; Planning	Mid-Term	Existing Resources		Underway	Efforts such as neighborhood capital improvement; complete streets; bike strategic plan

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Outcome N3.1. Neighborhoods with a well-defined sense of identity that reflects their history, architecture, and physical environment.	N3.1.2	Develop a program for the establishment of gateways to residential neighborhoods that are behind commercial corridors.	PW; Planning	Short-Term	Existing Resources	Funding for implementation was historically provided up to \$250,000 annually.	Not started	
	N3.1.3	Design new public buildings and spaces to enhance the character of the neighborhoods in which they are located and, where appropriate, design new public buildings and spaces to be iconic places (see the Delivering Quality Community Services chapter).	PW; RPOS	Ongoing	Existing Resources		Continuing	Slover, courthouse, new schools
	N3.1.4	Continue to work with neighborhoods on the installation and maintenance of neighborhood identification signs.	PW	Ongoing	Up to \$100,000		Continuing	
	N3.1.5	Encourage the use of pattern books and design guidelines, both within and outside the City's historic districts, to achieve a higher level of architectural quality.	Planning; RPOS	Ongoing	*	Part of work program for LU1.2.6.	Continuing	
	N3.1.6	Evaluate the effectiveness of Pedestrian Commercial Overlay (PCO) zoning districts, and consider potential ordinance revisions to ensure that they serve the purpose for which they were intended.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite
	N3.1.7	Evaluate the effectiveness of programs intended to revitalize Norfolk's commercial corridors.	Planning; Neighborhood Development; Development	Immediate	Existing Resources		Underway	Development heading evaluation; other efforts include emerging district in plaNorfolk and neighborhood capital funding
	N3.1.8	Develop design guidelines for use in evaluating grant funding proposals for aesthetic improvements of commercial properties.	Planning	Short-Term	Up to \$100,000		Not started	Program no longer funded
	N3.1.9	Revise development regulations to ensure that infill residential development is compatible with surrounding properties.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite. Narrow lots already addressed.
	N3.1.10	Identify locations where it may be appropriate and financially feasible to relocate above-ground utility lines underground.	PW; Planning	Immediate	Existing Resources	Does not include implementation.	Not started	
	N3.1.11	Continue to promote the Real Estate Ambassadors Program to communicate the quality of Norfolk's neighborhoods to real estate professionals throughout the region.	Neighborhood Development	Ongoing	Existing Resources		Not started	Program under review

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Neighborhoods Goal 4. Implement an area planning policy.							
Outcome N4.1. Plans are focused on areas experiencing or in need of change.	N4.1.1	Evaluate the need to prepare an area plan based on defined criteria.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.2	Consider neighborhoods as a whole during the area planning process, as well as potentially-affected areas located just outside the neighborhood.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.3	Present proposals for plan initiation to City Council in a formal setting for action.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.4	Ensure that residents affected by a plan may actively participate in its development by forming an advisory committee and by conducting community meetings at appropriate times throughout the planning process.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.5	Evaluate past plans prepared for an area prior to beginning a new planning effort, considering whether those plans achieved their stated goals and, if not, whether those goals are desirable.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.6	Include in each plan clear, measurable statements of desired outcomes, supplemented by a series of attainable strategies, including proposed capital projects, program changes, and ordinance revisions, as well as lead responsibility, projected timeframes, and implementation costs for each.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.7	Address the role of potential partners in the plan implementation process.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.8	Submit completed area plans for formal action by City Council and rescind prior plans that are in conflict, to ensure a clear direction for the area.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date
	N4.1.9	Adopt area plans by reference into <i>plaNorfolk2030</i> , and amend <i>plaNorfolk2030</i> to reflect the recommendations of the area plan, where appropriate.	Planning	Ongoing	Existing Resources	Continuing	No new area plans to date

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	N4.1.10	Submit a formal report on area plan implementation to City Council at least every three years, including an update on the status of implementation actions, an assessment of the plan's success at achieving the stated goals, and a recommendation on any revisions that may be needed.	Planning	Ongoing	Existing Resources		Continuing	Need to provide area plan status update in March 2016
Neighborhoods Goal 5. Continue the implementation of area plans.								
	N5.1.1	Continue to implement the following actions in the Broad Creek area.						
	Broad Creek	N5.1.1(a). Support NRHA's continued development of new rental and homeownership units.	Budget	Mid-Term	Several Million		Underway	New construction by NRHA in site plan
		N5.1.1(b). Support NRHA implementation of the redevelopment plan for Moton Circle.	Planning; Budget	Short-Term	Several Million		Not started	No money identified for infrastructure
		N5.1.1(c). Continue to support the revitalization of Grandy Village.	Planning; Budget	Mid-Term	Several Million		Underway	Have HUD approval
		N5.1.1(d). Work with NRHA on the development of a South Brambleton revitalization plan.	Development; Planning; PW; Utilities; RPOS	Immediate	Existing Resources		Not started	
		N5.1.1(e). Develop a new library facility for the Broad Creek community, possibly in conjunction with a new elementary school.	Libraries; PW	Mid-Term	Several Million		Underway	Part of Broad Creek School site
		N5.1.1(f). Continue to support the Salvation Army's development of a Ray and Joan Kroc Corps Community Center in the Broad Creek community.	Planning	Immediate	Existing Resources		Complete	
		N5.1.1(g). Prepare a master plan for Douglas Park and acquire properties, as appropriate, to assist in the implementation of the plan.	NRHA; Planning	Long-Term	Several Million		Not started	
		N5.1.1(h). Initiate acquisition within the Spartan Village neighborhood in order to assist with the implementation of improved area-wide stormwater controls.	PW; GS	Long-Term	Several Million	City has begun implementation. Completion will take several million. Related to ES2.1.4.	Underway	Part of resiliency effort
		N5.1.1(i). Continue to evaluate and implement flood protection alternatives in the Spartan Village area as a city priority.	PW	Immediate	*	Part of work program for ES2.1.4.	Underway	

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	N5.1.2	Continue to implement the following actions in the Central Hampton Boulevard area.						
		N5.1.2(a). Revise regulations to require that new non-residential buildings be at least two stories.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite
		N5.1.2(b). Revise regulations to require that retail and commercial uses have strong ground-floor visual and access connections to the sidewalk, with walkability and sense of place as a priority.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite
		N5.1.2(c). Continue to implement the Hampton Boulevard Improvement Project (HBIP) with lane and signal improvements, sidewalks, landscaping and burial of utilities.	PW; RPOS	Long-Term	Several Million		Continuing	Some improvements underway. Large scale project not initiated.
		N5.1.2(d). Develop access management plans for Hampton Boulevard and the 26th Street industrial corridor in conjunction with property owners.	PW; Planning	Mid-Term	*	Part of work program for T1.1.9.	Not started	
		N5.1.2(e). Require the installation of additional street trees, wider verges, and other planting strip vegetation, with streetscape improvements on Hampton Boulevard, Killam Avenue, and Colley Avenue a priority.	RPOS	Ongoing	Up to \$100,000		Continuing	Killam Revenue Sharing and evaluate street trees, etc., with rezonings and special exceptions
		N5.1.2(f). Explore the possibility of on-street parking where absent.	PW	Short-Term	Existing Resources		Continuing	Evaluated with any improvement
		N5.1.2(g). Evaluate traffic calming measures, such as neckdowns, to prevent cut-through traffic on neighborhood streets where needed.	PW	Ongoing	*	Part of work program for T1.1.8.	Continuing	North Colley is part of Neighborhood Capital Projects
		N5.1.2(h). Study transit travel patterns and demand to identify potential service enhancements, including improved signage and bus shelters, and coordinate service timing, routes, stops and information between HRT and ODU shuttle services.	HRT	Ongoing	Up to \$100,000		Continuing	

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Central Hampton Boulevard	N5.1.2(i). Revise development regulations to restrict the location of parking areas to the side or rear of buildings and ensure building entrances front onto a public right-of-way to ensure a pedestrian orientation.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite and evaluated as a part of the Special Exception and rezoning processes.
	N5.1.2(j). Revise development regulations to ensure active uses around parks and plazas, encourage retail awnings over sidewalks and street tree species that provide shade.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite and evaluated as a part of the Special Exception and rezoning processes.
	N5.1.2(k). Engage the local community in the development of gateway treatments at major entry points using public art, street trees and other landscaping elements.	CF; Planning; RPOS	Long-Term	Up to \$100,000		Not started	
	N5.1.2(l). Engage local artists to create unique enhancements to streets and parks, particularly at entrance points to the Central Hampton Boulevard area.	CF; RPOS	Ongoing	Existing Resources		Not started	
	N5.1.2(m). Encourage the development of a wayfinding program by ODU in the vicinity of the University and University Village.	PW; Planning	Short-Term	Existing Resources		Not started	
	N5.1.2(n). Develop a PCO for North Colley Avenue.	Planning; Development	Short-Term	Existing Resources		Underway	Held outreach. May be addressed by the Zoning Ordinance rewrite.
	N5.1.2(o). Revitalize North Colley commercial areas by improving public infrastructure and providing grant funding for aesthetic improvements of commercial properties.	PW; Neighborhood Development	Ongoing	Several Million	Related to EV1.1.4.	Continuing	North Colley is part of Neighborhood Capital Projects Program. Aesthetic Grant Program no longer funded.
	N5.1.2(p). Develop a special purpose zoning district for Knitting Mill Creek, working with civic leagues, property owners, and businesses to identify preferred uses and standards.	Planning	Short-Term	Existing Resources		Underway	Held outreach. May be addressed by the Zoning Ordinance rewrite.
	N5.1.2(q). Work with businesses to find appropriate relocation sites, preferably in the 26th Street industrial, research, and office district or elsewhere within Norfolk.	Development	Long-Term	Existing Resources		Continuing	
	N5.1.2(r). Revise development regulations to ensure that buildings and landscaping contribute to the character of the neighborhoods and the form of public open spaces, including streets.	Planning; RPOS	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite.
	N5.1.2(s). Support ODU's development of the southern phase of University Village, while encouraging retail uses in the area that appeal to the broader community.	Development; Planning	Short-Term	Existing Resources		Underway	Shift in focus for University in this area.

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	N5.1.3.	Continue to implement the following actions in the Colonial Place-Riverview area.					
	Colonial Place-Riverview	N5.1.3(a). Market the Riverview Village area as a location of specialty stores as a means of attracting small, independent retailers.	Development	Ongoing	Existing Resources	Continuing	
		N5.1.3(b). Encourage the reuse of the Riverview Theater as a component of the redevelopment of the area along Granby Street south of 41 st Street.	Development	Ongoing	Existing Resources	Continuing	
		N5.1.3(c). Continue to support improvements to the pedestrian environment in Riverview Village through zoning, such as the Pedestrian Commercial Overlay, incentives, and capital improvements.	Neighborhood Development; Planning; Development; PW	Ongoing	\$250,000 to \$1 Million	Related to EV1.1.4.	Continuing
	N5.1.4.	Continue to implement the following actions in the Cottage Line area.					
	Cottage Line	N5.1.4(a). Encourage mixed use development along East Ocean View Avenue between Chesapeake Street and the Ocean View Golf Course.	Development; Planning	Ongoing	Existing Resources	Underway	
		N5.1.4(b). Revise development regulations to ensure that new buildings maintain the continuity of the street face.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway
		N5.1.4(c). Develop streetscape standards for East Ocean View Avenue appropriate for its intended purpose as a residential boulevard.	RPOS; PW; Planning	Mid-Term	Up to \$100,000	Not started	
		N5.1.4(d). Develop a gateway overlay zoning district for East Ocean View Avenue, between Cape View Avenue and Chesapeake Boulevard.	Planning	Short-Term	Existing Resources	Not started	
		N5.1.4(e). Develop a system of pedestrian and bicycle paths to improve connections to Community Beach Park, Ocean View Golf Course, and Lake Modoc.	PW; RPOS	Long-Term	*	Part of work program for T1.3.5. Related to N5.1.20(d).	Underway
	N5.1.5	Continue to implement the following actions in the Downtown area.					
		N5.1.5(a). Improve pedestrian crossings of Waterside Drive, Brambleton Avenue, and St. Paul's Boulevard.	PW	Mid-Term	*	Part of work program for T1.3.5.	Underway

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	Downtown	N5.1.5(b). Extend the esplanade from Town Point Park to Harbor Park and ensure that the design accommodates bicycles.	PW; RPOS	Long-Term	Several Million	Related to T1.3.7.	Not started
		N5.1.5(c). Reconfigure Civic Plaza to include new driveway access from St. Paul's Boulevard, a memorial to commemorate the End of Massive Resistance, and enhanced landscaping.	PW; CF; RPOS	Short-Term	Over \$1 Million		Underway Part of courts project
		N5.1.5(d). Develop the new Col. Samuel Slover Norfolk Main Library, the new Courthouse Complex, and the Multi-Modal Transfer Station at Harbor Park.	PW	Short-Term	Several Million	Related to T2.1.1 and DL2.1.1.	Complete
		N5.1.5(e). Support the expansion of the Chrysler Museum.	Planning	Immediate	Existing Resources		Complete
		N5.1.5(f). Revise parking regulations in the area north of Brambleton Avenue.	Planning	Immediate	Existing Resources		Complete
		N5.1.5(g). Support the creation of an "Arts District" in the area north of Brambleton Avenue, between St. Paul's Boulevard and the Chrysler Museum, by making regulatory changes to encourage the appropriate mix of uses.	Planning	Immediate	*	Part of work plan for DL3.1.6.	Complete
	N5.1.6	Continue to implement the following actions for the East Little Creek Road Corridor.					
		N5.1.6(a). Establish an East Little Creek Road Task Force to guide future organizational, regulatory, marketing, and financial decisions along the corridor.	Development	Immediate	Up to \$100,000		Complete
		N5.1.6(b). Work with the East Little Creek Road Task Force to explore the development of a branding theme that could be applied throughout the corridor to define it as a place.	Neighborhood Development; RPOS	Short-Term	Up to \$100,000		Not started
		N5.1.6(c). Work with the East Little Creek Road Task Force to identify areas for appropriately scaled commercial uses consistent with action LU1.2.5.	Planning; Development	Short-Term	Existing Resources	Related to LU1.2.5.	Underway
		N5.1.6(d). Revitalize the East Little Creek Road commercial areas by continuing to provide grant funding for aesthetic improvements of commercial properties.	Neighborhood Development	Ongoing	*	Part of work plan for EV1.1.4.	On hold May need to be re-evaluated since aesthetic grant program was not funded.
		N5.1.6(e). Encourage redevelopment of the commercial area between Chesapeake Boulevard and Sewells Point Road.	Planning; Development	Ongoing	Existing Resources	Related to LU1.1.10.	Continuing

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
East Little Creek Road Corridor	N5.1.6(f). Identify and pursue acquisition and demolition of targeted properties on both sides of East Little Creek Road.	Development; GS; Planning	Long-Term	Several Million		Not started	
	N5.1.6(g). Develop a streetscape plan for the East Little Creek Road corridor between Meadow Creek Road and Sewells Point Road.	RPOS; PW; Planning	Short-Term	Up to \$100,000		Not started	
	N5.1.6(h). Encourage stronger transit, bicycle, and pedestrian linkages throughout the East Little Creek Road commercial areas and along Chesapeake Boulevard between East Little Creek Road and Fishermans Road.	PW; RPOS	Ongoing	Existing Resources		Continuing	Part of Bicycle Strategic Plan.
	N5.1.6(i). Ensure that Tarrallton Park is accessible to both pedestrians and bicyclists from the intersection of East Little Creek Road and Halprin Drive.	RPOS; PW	Ongoing	*	Part of work plan for DL1.1.6.	Continuing	Part of Bicycle Strategic Plan.
	N5.1.6(j). Explore options for improving access to the L. C. Page Branch Post Office.	PW	Short-Term	Existing Resources		Not started	
	N5.1.6(k). Develop a gateway overlay zoning district for the intersection of Shore Drive and East Little Creek Road.	Planning	Short-Term	Existing Resources	Related to N5.1.7(f).	Not started	
	N5.1.6(l). Improve pedestrian and bicycle crossings of East Little Creek Road at its intersection with Halprin Drive.	PW	Ongoing	*	Part of work program for T1.1.11 and ES1.1.5.	Not started	
	N5.1.6(m). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along E. Little Creek Road.	Planning	Immediate	Existing Resources		Complete	May still be revised as part of Zoning Ordinance rewrite
	N5.1.6(n). Work to bring existing automobile sales or repair establishments along E. Little Creek Road into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.	Planning	Ongoing	Existing Resources		Continuing	Will continue as part of review for new special exceptions
	N5.1.7 Continue to implement the following actions in the East Ocean View area.						
	N5.1.7(a). Encourage neighborhood-oriented commercial activities along Shore Drive and the shores of Pretty Lake east of the Shore Drive Bridge.	Development; Planning	Ongoing	Existing Resources		Continuing	
	N5.1.7(b). Encourage redevelopment of the shopping center at Shore Drive and Pretty Lake Avenue.	Development	Short-Term	Existing Resources		Underway	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
East Ocean View	N5.1.7(c). Encourage development of commercial uses on Shore Drive south of Pretty Lake that are compatible with and complement the adjacent waterfront uses.	Development	Ongoing	Existing Resources		Continuing	
	N5.1.7(d). Acquire the large parking lot east of Shore Drive and south of Pretty Lake so that it may be redeveloped as a waterfront marina.	Development	Mid-Term	Over \$1 Million		Not started	
	N5.1.7(e). Revise development regulations governing building height and separation to ensure maintenance of views to the Chesapeake Bay and Pretty Lake, and to provide opportunities for access to the water.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Zoning rewrite for East Beach Harbor complete
	N5.1.7(f). Develop a gateway overlay zoning district for the intersection of Shore Drive and Little Creek Road.	Planning	Short-Term	Existing Resources		Not started	
	N5.1.7(g). Revise development regulations to encourage the development of affordable infill housing, utilizing appropriate design criteria, in the area north of Pretty Lake.	Planning	Immediate	Existing Resources		Complete	Modified zoning to allow 37.5 foot lots.
	N5.1.7(h). Develop streetscape standards for East Ocean View Avenue appropriate for its intended purpose as a residential boulevard.	RPOS; PW; Planning	Short-Term	Up to \$100,000		Not started	
	N5.1.7(i). Develop streetscape standards for Shore Drive, south of Pretty Lake, appropriate for its intended purpose as a waterfront commercial area.	RPOS; PW; Planning	Short-Term	Up to \$100,000		Not started	
	N5.1.7(j). Revitalize Shore Drive commercial areas by improving public infrastructure and providing grant funding for aesthetic improvements of commercial properties.	Neighborhood Development	Immediate	Several Million	Related to EV1.1.4.	Continuing	East Little Creek to Shore Drive part of Neighborhood Capital Projects. Aesthetic Grant Program no longer funded.
	N5.1.7(k). Continue to evaluate and implement flood protection alternatives in the East Ocean View area as a city priority.	PW	Immediate	*	Part of work program for ES2.1.4.	Underway	
	N5.1.7(l). Consider potential waterway conflicts with military operations when evaluating development proposals in the Little Creek/Fisherman's Cove area.	Planning	Ongoing	Existing Resources		Continuing	
	N5.1.7(m). Improve public infrastructure on streets west of Shore Drive, evaluating the need for sidewalks, stormwater facilities, and street improvements.	PW	Immediate	*	Part of work plan for ES2.1.4.	Underway	Stormwater evaluation

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome N5.1. Support for the following actions in designated areas.	N5.1.8	Continue to implement the following actions in the Fairmount Park area.					
	Fairmount Park	N5.1.8(a). Support paper street closures to provide for side yards and opportunities for infill.	Planning	Ongoing	Existing Resources	Continuing	
		N5.1.8(b). Encourage local banks and lending institutions to develop community partnerships to provide special support to residents and buyers.	Neighborhood Development	Ongoing	Existing Resources	Continuing	
		N5.1.8(c). Consider restricting on-street parking to one side of the street to reduce the impact of parking on traffic flow.	PW	Immediate	Existing Resources	Underway	Evaluating potential for road diets
		N5.1.8(d). Work with the Army Corps of Engineers to develop a plan for improving the area at the end of Somme Avenue for pedestrian enjoyment as a part of a wetlands mitigation project.	Planning	Short-Term	Up to \$100,000	Underway	
		N5.1.8(e). Develop special recreational programming targeted to residents in and around Fairmount Park.	RPOS	Immediate	Existing Resources	Not started	
		N5.1.8(f). Explore the feasibility of developing a pedestrian connector linking Shoop and Barraud Parks, including walkways along the Lafayette River.	PW; RPOS	Long-Term	\$250,000 to \$1 Million	Not started	
		N5.1.8(g). Develop gateway treatments for the Lafayette Boulevard Triangle, Cromwell Drive at Tidewater Drive, Tidewater Drive at Shoop Avenue, and Lafayette Boulevard at Tidewater Drive.	PW; RPOS	Mid-Term	\$250,000 to \$1 Million	Underway	Acquisition has partially occurred
		N5.1.8(h). Support the organization of an area business association.	Development; Neighborhood Development	Immediate	Existing Resources	Underway	Attempts have been made
		N5.1.8(i). Market the commercial areas of the neighborhood to new community oriented retailers and service interests.	Development	Ongoing	Existing Resources	Continuing	
		N5.1.8(j). Support NRHA acquisition of land necessary for new development opportunities.	Planning	Ongoing	Existing Resources	Underway	
		N5.1.8(k). Support NRHA acquisition of underutilized properties on the southeast corner of Tidewater Drive and Lafayette Boulevard for potential conversion to retail uses.	Planning	Ongoing	Existing Resources	Continuing	

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IMPLEMENTATION ITEM	ACTION		LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
		N5.1.8(l). Develop an attractive community gathering place in the vicinity of the intersection of Lafayette Boulevard and Brest Avenue.	Neighborhood Development; Planning; RPOS	Immediate	Existing Resources	Defining "community gathering place" will be done with existing resources. Additional resources may be needed for implementation.	Not started	
		N5.1.8(m). Support rehabilitation of residential developments along Lafayette Boulevard.	Planning	Ongoing	Existing Resources		Underway	
	N5.1.9	Continue to implement the following actions for the Fort Norfolk-Medical Center area.						
	Fort Norfolk-Medical Center	N5.1.9(a). Revise development regulations to require building heights to step down to the water to maintain views.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	UDA and ULI Studies
		N5.1.9(b). Ensure that the waterfront area is accessible to both pedestrians and bicyclists.	Planning; PW; RPOS	Long-Term	Several Million	Related to T1.3.7.	Underway	UDA and ULI Studies; Elizabeth River Trail
		N5.1.9(c). Encourage stronger transit, pedestrian, and bicycle connections from Fort Norfolk to Ghent.	PW; HRT; RPOS	Ongoing	Existing Resources		Underway	Part of Bicycle Strategic Plan.
	N5.1.10	Continue to implement the following actions for the Greater Ghent area.						
	Greater Ghent	N5.1.10(a). Create an promenade linking Harrison Opera House with the Chrysler Museum.	PW; RPOS; Planning	Long-Term	Several Million	Related to T1.3.5.	Not started	
		N5.1.10(b). Explore the feasibility of a Business Improvement District (BID).	Development	Short-Term	Existing Resources		Not started	
		N5.1.10(c). Encourage stronger transit, bicycle, and pedestrian linkages from Ghent to Downtown Norfolk and Fort Norfolk.	PW; RPOS	Ongoing	Existing Resources		Underway	Part of Bicycle Strategic Plan.
		N5.1.10(d). Utilize historic district design guidelines to ensure the development of appropriately designed new buildings, and promote the appropriate maintenance and rehabilitation of existing structures in the Ghent historic district.	Planning	Ongoing	Existing Resources	Related to H2.1.1.	Underway	
		N5.1.10(e). Continue to evaluate and implement flood protection alternatives in the Hague area as a city priority.	PW	Immediate	*	Part of work plan for ES2.1.4.	Underway	

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	N5.1.11	Continue to implement the following actions for the Greater Norview area.					
	Greater Norview	N5.1.11(a). Work to attract new businesses to the district that would improve pedestrian use of Sewells Point Road.	Development	Ongoing	Over \$1 Million	Continuing	Better Block
		N5.1.11(b). Encourage the improvement of the existing post office and its parking lot.	IGR	Ongoing	Existing Resources	Not started	
		N5.1.11(c). Evaluate the traffic pattern at the interchange of Chesapeake Boulevard with Interstate 64.	PW	Mid-Term	\$250,000 to \$1 Million	Not started	
		N5.1.11(d). Working with property owners, create opportunities for commercial redevelopment in Five Points through land assembly and acquisition.	Development	Long-Term	Several Million	Not started	
		N5.1.11(e). Study and implement traffic circulation improvements on Chesapeake Boulevard, north of the Five Points intersection, to improve safety, access, and circulation for commercial properties.	PW	Mid-Term	Several Million	Not started	
		N5.1.11(f). Implement the streetscape plan for Sewell's Point Road to provide an attractive environment for development of neighborhood serving commercial establishments.	PW; RPOS	Mid-Term	Over \$1 Million	Underway	Part of Neighborhood Capital Projects.
	N5.1.12	Continue to implement the following actions for the Greater Wards Corner area.					
		N5.1.12(a). Identify and pursue acquisition and demolition of properties on both sides of East Little Creek Road.	Development; GS; Planning	Long-Term	Several Million	Underway	Denby Park acquisitions have occurred
		N5.1.12(b). Encourage townhomes and market-rate rentals in residentially-designated areas along East Little Creek Road.	Planning	Ongoing	Existing Resources	Not started	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	Greater Wards Corner	N5.1.12(c). Support relocation of the head-in parking in the Titustown retail area in order to facilitate streetscape improvements and the use of the parking lots located at the rear of the retail buildings.	PW; Planning	Ongoing	Existing Resources		Continuing	
		N5.1.12(d). Support the redevelopment of commercial properties at the intersection of Granby Street and Little Creek Road.	Development; Planning	Immediate	\$250,000 to \$1 Million		Underway	Southeast corner Harris Teeter and northeast corner rehabilitation
		N5.1.12(e). Continue to monitor traffic conditions at the intersection of East Little Creek Road and Virginian Drive to ensure that appropriate traffic conditions are maintained.	PW	Ongoing	Existing Resources		Continuing	
		N5.1.12(f). Consolidate and relocate points of access in the commercial areas along Granby Street and Little Creek Road.	PW; Planning	Ongoing	Existing Resources		Continuing	Through redevelopment
		N5.1.12(g). Improve pedestrian connections throughout the Wards Corner commercial areas.	PW; Planning	Immediate	*	Part of work program for T1.3.5.	Underway	
	N5.1.13	Continue to implement the following actions for the Huntersville area.						
	Huntersville	N5.1.13(a). Develop and implement a streetscape plan to improve the appearance of Tidewater Drive.	RPOS; PW; Planning	Mid-Term	Several Million		Not started	
		N5.1.13(b). Evaluate possible alternatives for extending light rail from Downtown to the north along Church Street.	PW; Planning; HRT	Mid-Term	\$250,000 to \$1 Million		Underway	
	N5.1.14	Continue to implement the following actions for the Mid-Town Industrial Area.						
	Mid-Town Industrial	N5.1.14(a). Explore making Fawn and Gazel Streets two-way streets.	PW	Mid-Term	Existing Resources		Not started	
		N5.1.14(b). Market underutilized warehouse spaces for reuse.	Development	Ongoing	Existing Resources		Continuing	
	N5.1.15	Continue to implement the following actions for the Military Highway Corridor.						
		N5.1.15(a). Establish a Military Highway Corridor District Task Force to guide future organizational, regulatory, marketing, and financial decisions along the corridor.	Development	Immediate	Up to \$100,000		Not started	
		N5.1.15(b). Work with the Military Highway Corridor District Task Force to explore the development of a branding theme that could be applied throughout the corridor to define it as a place.	Neighborhood Development; RPOS	Short-Term	Up to \$100,000		Not started	

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS	
	Military Highway Corridor	N5.1.15(c). Support the redevelopment of the shopping center at the southwest corner of North Military Highway and Poplar Hall Drive, the shopping center at the northeast corner of North Military Highway and Norview Avenue, and the flea market site on the east side of North Military Highway near Lynn Street.	Development	Ongoing	Existing Resources		Continuing	Applied for grant to study
		N5.1.15(d). Develop a streetscape plan for the Military Highway corridor that can be implemented in conjunction with roadway improvements.	RPOS; PW; Planning	Short-Term	Several Million		Not started	
		N5.1.15(e). Revitalize Military Highway commercial areas by providing grant funding for aesthetic improvements of commercial properties.	Neighborhood Development	Immediate	*	Part of work program for EV1.1.4.	Not started	
		N5.1.15(f). Support the continued roadway improvements to North Military Highway from Lowery Road to Interstate 64.	PW	Short-Term	Several Million		Underway	
		N5.1.15(g). Enhance buffering, landscaping, and parking standards for newly established automobile sales and repair establishments along Military Highway.	Planning	Immediate	Existing Resources		Complete	May still be revised as part of Zoning Ordinance rewrite
		N5.1.15(h). Work to bring existing automobile sales or repair establishments along Military Highway into compliance with applicable codes, with an emphasis on buffering, landscaping, and parking.	Planning	Ongoing	Existing Resources		Continuing	Will continue as part of review for new special exceptions
	N5.1.16	Continue to implement the following actions for the Monticello-Granby Corridor.						
		N5.1.16(a). Promote the transition of the Monticello-Granby Corridor from predominantly industrial and automobile-oriented uses to a higher intensity of mixed use development, including residential.	Planning; Development	Ongoing	Existing Resources		Continuing	Have made plan and zoning changes

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	Monticello-Granby Corridor	N5.1.16(b). Ensure that all new development projects provide an active streetscape for Granby Street and Monticello Avenue by constructing buildings with active first floor uses, with façades built to the right-of-way line, and with at least 50% first floor transparency.	Planning	Ongoing	Existing Resources	Continuing	Have made plan and zoning changes
		N5.1.16(c). Ensure that new development does not negatively impact the residential and institutional character of the surrounding neighborhoods by providing adequate parking for all uses and adequate open space for residential uses.	Planning	Ongoing	Existing Resources	Continuing	Have made plan and zoning changes
		N5.1.16(d). Consider expansion of the G-1 zoning district, or the creation of one or more additional zoning districts throughout the corridor to ensure appropriate development form.	Planning	Immediate	Existing Resources	Complete	
	N5.1.17	Continue to implement the following actions for the Park Place area.					
	Park Place	N5.1.17(a). Do not permit fast food restaurants with drive-throughs and businesses that sell alcohol for off-premise consumption.	Planning	Ongoing	Existing Resources	Continuing	Need to re-evaluate alcohol provision
		N5.1.17(b). Evaluate the potential conversion of Llewellyn and Colonial Avenues to 2-lane roadways with raised medians.	PW	Mid-Term	Over \$1 Million	Not started	
		N5.1.17(c). Develop streetscape plans for Granby Street, Colonial Avenue, and Llewellyn Avenue.	RPOS; PW; Planning	Short-Term	Up to \$100,000	Not started	
		N5.1.17(d). Work with NPS to evaluate the creation of an early childhood center at the Monroe Elementary School site.	HS; NPS	Short-Term	Existing Resources	Complete	3E program added to Park Place
	N5.1.18	Continue to implement the following actions for the St. Paul's area.					
		N5.1.18(a). Replace public housing units in Tidewater Gardens on a one-for-one basis.	NRHA	Long-Term	Several Million	Not started	
		N5.1.18(b). Ensure tenant relocation that is sensitive to resident needs.	NRHA	Immediate	\$250,000 to \$1 Million	Not started	
		N5.1.18(c). Provide a housing mix matching the anticipated demographic profile of future public housing households in St. Paul's.	NRHA	Immediate	Existing Resources	Not started	

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
St. Paul's	N.5.1.18(d). Develop partnerships to facilitate the implementation of redevelopment in the St. Paul's area.	Development; NRHA	Immediate	Existing Resources		Underway	
	N.5.1.18(e). Create a development program that outlines necessary infrastructure for redevelopment of the St. Paul's area and determine funding needs.	PW; Utilities; NRHA	Immediate	Up to \$100,000	Related to N5.1.18(g).	Not started	
	N.5.1.18(f). Create a feasible financing strategy for the redevelopment of the St. Paul's area.	NRHA; Development	Ongoing	Up to \$100,000		Not started	
	N.5.1.18(g). Develop a feasible phasing strategy for the redevelopment of the St. Paul's area.	NRHA; Development; PW; Utilities; RPOS; Planning	Ongoing	*	Part of work program for N5.1.18(e).	Not started	
	N.5.1.18(h). Develop St. Paul's as a mixed-use, mixed-income neighborhood.	NRHA; Planning	Long-Term	Several Million	Related to N5.1.18(l), N5.1.18(m), N5.1.18(n).	Not started	
	N.5.1.18(i). Create a human capital plan, family-based case management, a workforce development strategy, an education and youth development initiative, and comprehensive health programs.	NRHA	Immediate	Over \$1 Million		Not started	
	N.5.1.18(j). Provide recreation and open space opportunities throughout St. Paul's.	RPOS; Planning	Long-Term	Several Million		Not started	
	N.5.1.18(k). Develop necessary stormwater infrastructure, utilizing green design wherever possible, while coordinating with citywide stormwater initiatives.	PW	Long-Term	Several Million		Not started	
	N.5.1.18(l). Improve community form in St. Paul's through site placement, massing, and other design aspects of buildings that address their urban setting, while embracing churches and civic buildings as landmarks, providing a network of complete streets, and incorporating public art throughout.	Planning; PW; RPOS; CF	Long-Term	*	Part of work program for N5.1.18(h).	Underway	Evaluating zoning
	N.5.1.18(m). Reconnect the missing links in the transportation infrastructure of the St. Paul's area, including improved connections at the perimeter and improved bicycle and transit access.	PW; HRT; Planning	Long-Term	*	Part of work program for N5.1.18(h).	Underway	

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IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Southside	N.6.1.18(n). Remove barriers to pedestrian mobility in the St. Paul's area and ensure a safe and inviting walking environment throughout.	PW; Planning	Long-Term	*	Part of work program for N5.1.18(h).	Underway	
	N5.1.19 Continue to implement the following actions for the Southside area.						
	N5.1.19(a). Evaluate the reuse of the Campostella Landfill site as a potential recreational amenity.	RPOS	Immediate	Several Million	Does not include implementation	Not started	
	N5.1.19(b). Support the redevelopment of the salvage yard on East Indian River Road as a new industrial park.	Development; Planning	Mid-Term	Several Million		Not started	
	N5.1.19(c). Remove the damaged Steamboat Creek (Springfield Avenue) Bridge.	PW	Short-Term	Over \$1 Million		Not started	
	N5.1.19(d). Ensure public access to the water by incorporating public walking trails in the redevelopment of the land on the east and west sides of the Campostella Bridge.	Planning; RPOS	Ongoing	Up to \$100,000	Related to DL1.1.7.	Underway	Part of development approval for multifamily east of Campostella Road
	N5.1.19(e). Study the feasibility of creating a walking trail linking the neighborhoods south of East Indian River Road to the Indian River Creek.	Planning; PW; RPOS	Short-Term	Up to \$100,000		Not started	
	N5.1.19(f). Develop a streetscape plan for the Campostella Road and Wilson Road corridors, paying special attention to the intersections of Campostella Road and Wilson Road, and Wilson Road and Indian East Indian River Road.	RPOS; PW; Planning	Short-Term	Up to \$100,000		Not started	
	N5.1.19(g). Develop streetscape plans for the portion of South Main Street north of Berkley Avenue.	RPOS; PW; Planning	Short-Term	Up to \$100,000		Not started	
	N5.1.19(h). Revitalize Campostella Road commercial areas by providing grant funding for aesthetic improvements of commercial properties.	Development	Immediate	*	Part of work program for EV1.1.4.	On hold	Aesthetic Grant Program not funded
	N5.1.19(i). Facilitate the organization of a business association in Southside to promote retail development.	Development	Immediate	Up to \$100,000		Not started	
	N5.1.19(j). Continue to support the annual Berkley Neighborhood Reunion and other community-based activities.	RPOS	Ongoing	Existing Resources		Continuing	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	N5.1.20	Continue to implement the following actions for the West Ocean View area.					
	West Ocean View	N5.1.20(a). Support the application of mixed-use zoning in the area on the south side of West Ocean View Avenue, between 1 st View Street and Mason Creek Road, in order to encourage the development of a pedestrian-friendly "town center".	Planning	Ongoing	Existing Resources	Continuing	
		N5.1.20(b). Explore opportunities to modify the existing Tidewater Drive terminus in order to create a park setting west of Mason Creek Road.	PW; RPOS	Long-Term	Several Million	Not started	
		N5.1.20(c). Improve the entrances to Community Beach Park and Sarah Constant Park.	RPOS	Short-Term	\$250,000 to \$1 Million	Underway	Potentially part of Senior Center redevelopment
		N5.1.20(d). Explore opportunities to provide connections between the Ocean View Golf Course and Community Beach Park, such as redevelopment of the "senior center" site.	PW; RPOS	Long-Term	Existing Resources	Underway	
	N5.1.21	Continue to implement the following actions for the Willoughby area.					
	Willoughby	N5.1.21(a). Support renovation of traditional cottages.	Planning	Ongoing	Existing Resources	Underway	
		N5.1.21(b). Revise development regulations in the area south of West Ocean View Avenue, restricting building heights to no more than three stories except along the West Ocean View Avenue frontage.	Planning	Immediate	*	Part of work program for LU1.2.1.	Potentially addressed by Zoning Ordinance rewrite
		N5.1.21(c). Improve the intersection of West Ocean View Avenue and 4 th View Street.	PW	Long-Term	Several Million	Not started	
		N5.1.21(d). Enhance truck movements from the I-64 interchange at 15 th View Street by improving Bayville Street and the intersection of West Ocean View Avenue and 13 th View Street.	PW	Long-Term	Several Million	Not started	
		N5.1.21(e). Work with the Navy to evaluate potential reuse opportunities of the federally-owned land at 4 th View Street.	Planning	Mid-Term	Existing Resources	Not started	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Transportation Goal 1. Connect residents and visitors with business, employment, shopping, educational, and activity centers through a safe and efficient multi-modal regional							
Outcome T1.1. A street and highway system that allows people and goods to be moved safely, conveniently, and efficiently.	T1.1.1	Monitor levels of service (LOS) and strive for LOS of E or better on all roadway segments at peak times and prioritize improvements on those roads that are rated LOS F.	PW; Planning	Ongoing	Existing Resources	Continuing	Need to modify action to reflect new methodology for measuring congestion.
	T1.1.2	Consider revising the Zoning Ordinance to require submission of a traffic impact analysis for new projects that are projected to generate over 5,000 new daily trips.	Planning	Immediate	Existing Resources	Not started	
	T1.1.3	Support efforts to address existing congestion at entry points to the City through the development of additional bridges and tunnels.	PW; Planning	Long-Term	Several Million	Underway	3rd Crossing; expansion of Midtown Tunnel; rehabilitation of Downtown Tunnel
	T1.1.4	Optimize the operation of the existing roadway network through signal timing and technological advances.	PW	Ongoing	Several Million	Continuing	
	T1.1.5	Use the Long Range Roadways Improvements Map to assist in decision making on major roadway improvements.	PW	Ongoing	Existing Resources	Continuing	
	T1.1.6	Coordinate new roadway projects with civic leagues, business associations, and institutions in order to mitigate roadway construction impacts.	PW; Neighborhood Development; Development	Ongoing	*	Part of work program for N1.1.6.	Continuing
	T1.1.7	Improve access to neighborhoods and employment centers with traffic sign and signal enhancements, as well as roadway condition and intersection improvements.	PW	Ongoing	Several Million	Continuing	
	T1.1.8	Evaluate and implement traffic calming strategies such as pedestrian bulbouts, speed bumps, and stop signs, where appropriate, in conjunction with transportation improvements or with spot efforts to protect residential areas and other sensitive land uses from the impacts of inappropriate volumes of through traffic or excessive speed.	PW	Ongoing	Several Million	Continuing	Neighborhood Capital funding to improve Lafayette Blvd., 35th Street, Granby at Riverview.
	T1.1.9	Evaluate and implement access management strategies such as reductions in curb cuts or the addition of medians, where appropriate, as part of any transportation improvement or development proposal to improve traffic operations and safety.	PW	Ongoing	Over \$1 Million	Continuing	Close curb cuts with changes in land use, new development, etc.

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	T1.1.10	Continue to seek funding for the implementation of roadway safety improvements in high crash rate areas and rail crossings.	PW; Budget	Ongoing	Existing Resources		Continuing	Resignalization projects
	T1.1.11	Ensure roads, bicycle lanes, sidewalks, and bridges are upgraded and maintained at adequate levels.	PW	Ongoing	Several Million		Continuing	
	T1.1.12	Continue to support the use of Traffic Demand Management strategies and programs such as ridesharing, telecommuting, and staggered work hours to increase the efficiency of existing transportation systems.	CMO; C&T	Ongoing	Up to \$100,000		Continuing	
Outcome T1.2. A comprehensive transit system that promotes efficient transportation options that are environmentally sensitive.	T1.2.1	Work with Hampton Roads Transit (HRT) to improve transit connections to major Norfolk employers, such as the Naval Base and hospitals, and other activity centers, including universities, retail centers, the Virginia Zoo and Norfolk Botanical Gardens, as well as to Norfolk International Airport, the Port of Virginia, and other transportation centers.	Planning	Ongoing	Existing Resources		Continuing	
	T1.2.2	Work with HRT to improve transit service so that it is more comfortable, convenient, and reliable.	Planning	Ongoing	Existing Resources		Continuing	
	T1.2.3	Work with HRT to ensure the placement of bus shelters at all stops serving at least 50 passengers a day in order to provide seating, weather protection, and information to riders.	PW; Planning	Ongoing	\$250,000 to \$1 Million		Continuing	Have standard in place; identified needs; funding needed.
	T1.2.4	Explore the potential for a transit ridership incentive program that offers reduced fares and yearly incentive bonus.	Planning; Budget	Short-Term	Existing Resources		Continuing	Go Pass 365 pass explored; city employees still have option
	T1.2.5	Use the Long Range Transit Improvements Map to assist in decision making on future expansion of light rail, high speed rail, ferry services, and other modes.	PW; Planning	Ongoing	Existing Resources		Continuing	
	T1.2.6	Continue planning for a Multi-Modal Transportation Center at Harbor Park to connect passenger rail, light rail, regional bus, and ferry services.	Planning; PW; GS	Mid-Term	\$250,000 to \$1 Million		Underway	Construction underway at Downtown Bus Center; Harbor Park still under discussion for regional bus, etc.
	T1.2.7	Continue seeking State and federal funds to improve and expand the existing transit network.	Planning; Budget	Ongoing	Existing Resources		Continuing	
	T1.2.8	Encourage land use patterns designed to support transit, including compact, walkable, mixed use developments.	Planning	Ongoing	Existing Resources	Related to LU1.1.5.	Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome T1.3. An expanded pedestrian and bicycle network that promotes improved public health and provides opportunities for alternative forms of transportation.	T1.3.1	Support the development of "complete streets" that include provisions for bicycles and pedestrians, as well as cars and transit, in improvement projects along designated road segments.	Planning; PW	Ongoing	Several Million		Continuing	Need resolution for City Council to adopt a formal Complete Street Policy
	T1.3.2	Utilize regulatory standards for building placement to create pedestrian-oriented environments in Downtown, the Transit Oriented Development zoning districts, and designated Pedestrian Commercial Overlay zoning districts.	Planning	Ongoing	Existing Resources		Continuing	Zoning Ordinance rewrite underway. Will enhance standards.
	T1.3.3	Add sidewalks and bike lanes or paths to reduce gaps between segments in established neighborhoods and developed areas, with particular focus around schools, hospitals, parks, and transit stops.	PW; Planning; RPOS	Ongoing	*	Part of work program for T1.3.1.	Continuing	Part of Bicycle Strategic Plan. Consider language change to add expectation of developer to address as part of development process.
	T1.3.4	Continue to remove obstacles to handicapped accessibility throughout the City.	PW	Ongoing	Several Million		Continuing	
	T1.3.5	Improve pedestrian and bicycle crossings of major streets where necessary.	PW	Ongoing	Several Million	Related to N5.1.10(a) and N5.1.1.12(g).	Continuing	
	T1.3.6	Revise the Zoning Ordinance to encourage bicycle and pedestrian travel including provisions for bicycle parking in the design of new facilities.	Planning	Immediate	Existing Resources		Complete	
	T1.3.7	Develop and maintain a map of safe bicycle routes in the city, considering the recommendations of Norfolk's officially designated bicycle advisory panel and provide the map to entities such as HRT for distribution and inclusion in city and regional wayfinding materials.	PW; RPOS	Immediate	Up to \$100,000	Related to N5.1.5(b) and N5.1.9(b).	Underway	Part of Bicycle Strategic Plan.
	T1.3.8	Implement recommended improvements from the bike map in conjunction with any transportation improvements in the identified corridors and also through stand-alone programs and funds made available for such purposes.	PW; RPOS	Mid-Term	Several Million		Not started	Pending the outcome of Bicycle Strategic Plan
	T1.3.9	Seek funding from State and federal sources to aid implementation of the bike map recommendations.	PW; Budget	Ongoing	Existing Resources		Continuing	General Assembly Bill regarding road maintenance funds
	T1.3.10	Work with neighboring jurisdictions to ensure that bike lanes and paths extend across boundaries where feasible.	Planning	Ongoing	Existing Resources		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	T1.3.11	Ensure bicycle lanes and facilities are adequately maintained.	PW; RPOS	Ongoing	*	Part of work program for T1.1.11.	Continuing	
	T1.3.12	Develop informational materials to be distributed and made available in a variety of formats to help educate cyclists and drivers about the rights and responsibilities of cyclists in Virginia.	RPOS; C&T	Short-Term	Up to \$100,000		Underway	Programs such as Ride Together
	T1.3.13	Continue to explore the feasibility of re-using former rail lines and former or underutilized rights-of-way for trails and connections.	Planning; RPOS	Ongoing	Existing Resources		Underway	Part of Bicycle Strategic Plan
Transportation Goal 2. Support the continued development of transportation linkages connecting Norfolk to the larger region, nation, and world.								
Outcome T2.1. Improved and increased regional, national, and international connections for both people and goods.	T2.1.1	Support development of the Multi-Modal Transportation Center at Harbor Park to connect passenger rail, light rail, regional bus, and ferry services.	Planning; PW; GS	Mid-Term	*	Part of work program for T1.2.6. Related to N5.1.5(d).	Underway	Construction underway at Downtown Bus Center; Harbor Park still under discussion for regional bus, etc.
	T2.1.2	Evaluate the inclusion of multi-modal options in all planning for new facilities crossing the waters surrounding the City.	PW; Planning	Mid-Term	*	Part of work program for T1.2.6.	Continuing	
	T2.1.3	Cooperate with State and regional officials on improvements to the highway network linking Norfolk to the region and the nation.	IGR; PW	Ongoing	Existing Resources		Continuing	
	T2.1.4	Support improvements at congested key entrance points to Norfolk to reinforce the City's role as the historic and economic center of Hampton Roads.	PW; Planning	Long-Term	*	Part of work program for T1.1.3.	Underway	3rd Crossing; expansion of Midtown Tunnel; rehabilitation of Downtown Tunnel
	T2.1.5	Support the maintenance and potential expansion of intercity bus services connecting to Norfolk.	Planning	Ongoing	Existing Resources		Continuing	
	T2.1.6	Support the re-establishment of intercity passenger rail service to Norfolk with increased service frequencies above the initial single daily train that is currently proposed.	CMO	Short-Term	Existing Resources		Underway	Re-establishment complete; expansion underway and mostly funded.
	T2.1.7	Support the establishment of high speed passenger rail service in the US Route 460 corridor.	CMO; IGR	Long-Term	Existing Resources		Underway	Regional study complete
	T2.1.8	Support the implementation of the Norfolk International Airport Master Plan to ensure its continued role as the primary air travel facility for the Hampton Roads region, while also working to protect its unique natural environment and setting.	Planning	Ongoing	Existing Resources		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	T2.1.9	Support the implementation of the Virginia Port Authority's Master Plan for Norfolk International Terminals, while also working to ensure that the overall impacts of port operations on adjacent communities are mitigated.	Development; PW; Planning	Ongoing	Existing Resources		Continuing	Transportation plan/improvements underway
	T2.1.10	Identify potential improvement projects in Norfolk that will assist with efficient goods movement, while minimizing impacts on affected communities by monitoring regional studies of freight movements and needs.	Development; PW; Planning	Ongoing	Existing Resources		Continuing	
	T2.1.11	Support the implementation of harbor channel and rail improvement projects that could serve to increase cargo traffic through Norfolk.	Development; PW; Planning	Ongoing	Existing Resources		Continuing	For example, Hampton Boulevard underpasses.
Economic Vitality Goal 1. Enhance economic health and increase employment opportunities through business retention and expansion and business attraction.								
	EV1.1.1	Support the intensification of land use in the Strategic Economic Development Areas that have infrastructure capacity and access (including transit) and underutilized land based on its economic value.	Planning; Development	Ongoing	Existing Resources	Related to LU1.1.10.	Continuing	
	EV1.1.2	Invest in infrastructure to attract and maintain businesses.	PW; Utilities; Development	Ongoing	*	See the Providing Transportation Options, Delivering Quality Community Services, and Enjoying Daily Life chapters.	Continuing	
	EV1.1.3	Explore creative financing resources, such as Tax Increment Financing and Business Improvement Districts, for economic development activities.	Development; Finance	Ongoing	Existing Resources		Continuing	
	EV1.1.4	Continue to encourage the revitalization of Norfolk's commercial corridors and nodes by improving public infrastructure and promoting available grant funding for aesthetic improvements of commercial properties.	Development; PW	Ongoing	Several Million	Related to N5.1.2(o), N5.1.3(c), N5.1.6(d), N5.1.7(j).	Continuing	Neighborhood Capital funding to improve Lafayette Blvd., 35th Street' Granby at Riverview; aesthetic grant program not funded.

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome EV1.1. An enhanced environment and resources to support business expansion and investment.	EV1.1.5	Continue to support the designation of Norfolk as an Enterprise Zone as well as the hosting of several Historically Underutilized Business Zones (HUBzone) to allow Norfolk businesses to have access to the financial and tax incentives provided by these programs.	Development	Ongoing	Existing Resources	Continuing	
	EV1.1.6	Continue to support the Norfolk Economic Development Authority's (EDA) efforts to provide assistance to eligible businesses.	Development	Ongoing	Existing Resources	Continuing	
	EV1.1.7	Provide technical assistance to businesses by guiding them through city processes, hosting education and training workshops on how to start or expand a business, and coordinating financial options.	Development	Ongoing	Existing Resources	Continuing	
	EV1.1.8	Evaluate the impact of city processes on doing business, including zoning, permitting, and other requirements, and modify where appropriate to support business investment.	Planning	Immediate	Existing Resources	Underway	Development Services Center; Smart Processing
	EV1.1.9	Expand online City services to include permitting.	Planning; C&T	Short-Term	Over \$1 Million	Underway	
	EV1.1.10	When evaluating proposals to implement tolls or to modify fees, consider the impact of the changes on existing and future businesses and potential investment.	Budget; Development	Ongoing	Existing Resources	Continuing	
	EV1.1.11	Update the Comprehensive Economic Development Strategy (CEDS) at least every 10 years to ensure that the City remains current in its economic development efforts and is able to respond to shifting macroeconomic trends.	Development	Ongoing	\$250,000 to \$1 Million	Continuing	Update being prepared by Department of Development
	EV1.1.12	Continue to pursue major corporate headquarters.	Development	Ongoing	Existing Resources	Continuing	
	EV1.2.1	Forge a closer relationship with the military to capitalize on its presence in Norfolk and capture more exiting military personnel by coordinating long term comprehensive planning with the Navy.	Planning; CMO	Ongoing	Existing Resources	Continuing	CPLO meetings, etc.
	EV1.2.2	Continue coordinating with the Virginia Port Authority in long range planning, including intermodal infrastructure advances and improvements, to support Norfolk's role as the leader in the maritime industry.	Planning; Development	Ongoing	Existing Resources	Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome EV1.2. Expanded economic activity that capitalizes on Norfolk's locational advantages and economic assets.	EV1.2.3	Capitalize on opportunities for additional port-related investment, including import-export firms.	Development	Ongoing	Existing Resources		Continuing
	EV1.2.4	Coordinate long range planning with the universities, colleges, and medical institutions to attract spinoff investment in research and development and provide opportunities for training.	Planning; Development	Ongoing	Existing Resources		Continuing
	EV1.2.5	Support and promote Downtown Norfolk as the business, financial, and cultural center of the Hampton Roads region through continued marketing and recruitment activities.	Development	Ongoing	Existing Resources		Continuing
	EV1.2.6	Develop a plan to ensure the continued vitality of Norfolk's historic waterfront, capitalizing on its role as an economic catalyst.	Planning; Development	Mid-Term	\$250,000 to \$1 Million		Not started
	EV1.2.7	Support the implementation of the Norfolk International Airport Master Plan.	Planning	Ongoing	*	Part of work program for T2.1.8.	Continuing
	EV1.2.8	Support the efforts of the Norfolk Convention and Visitors Bureau to promote Norfolk as a tourist, boating, and convention destination.	Development	Ongoing	Existing Resources		Continuing
	EV1.2.9	Encourage the marketing of Norfolk's beaches and the beachfront communities.	Development (Visit Norfolk)	Ongoing	Up to \$100,000		Continuing
	EV1.2.10	Promote the Half Moore Cruise and Celebration Center as a gateway for cruise ships as well as a venue for events.	Nauticus	Ongoing	Existing Resources		Continuing
	EV1.2.11	Work with other jurisdictions in the region to develop and market a regional approach to tourism and convention promotion and facility planning.	Development	Ongoing	*	Part of work program of RC1.1.6.	Continuing
	EV1.2.12	Continue to recognize the importance of the arts as an economic tool by coordinating with and promoting the activities of arts organizations such as the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, the Norfolk Botanical Garden, and the Virginia Symphony Orchestra.	CF; Development	Ongoing	*	Part of work program of DL2.2.1.	Continuing
	EV1.2.13	Support the recruitment and expansion of "Green" businesses and manufacturers.	Development	Ongoing	Existing Resources		Continuing
	EV1.2.14	Encourage Norfolk's water supply surplus to be marketed and utilized as a major regional asset to attract development.	Utilities; Development	Ongoing	Existing Resources		Continuing Such as breweries

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome EV1.3. Lifelong learning opportunities that are responsive to changing economic needs.	EV1.3.1	Work with educational partners, both within and outside of Norfolk, including universities, colleges, and trade schools, to tailor their educational programs to the changing opportunities presented by Norfolk's economy.	Development	Ongoing	Existing Resources	Related to LL1.3.1.	Continuing	
	EV1.3.2	Support Norfolk Public Schools in efforts to provide both college-track and trade education that is responsive to economic opportunities.	Budget	Ongoing	Several Million	Related to LL1.3.2.	Continuing	
	EV1.3.3	Identify and provide opportunities for career training and development of Norfolk residents that can lead to jobs in Norfolk industries.	Development	Ongoing	Over \$1 Million	Related to LL1.3.3.	Continuing	
	EV1.3.4	Ensure that updates to the CEDS reflect the importance of the City's higher education and institutional partners as engines of economic development.	Development	Ongoing	*	Part of work program for EV1.1.11.	Continuing	
Environmental Sustainability Goal 1. Ensure high quality natural resources.								
	ES1.1.1	Reaffirm the <i>City of Norfolk Chesapeake Bay Preservation Area Program Supplement</i> .	Planning	Immediate	Existing Resources		Complete	Part of planNorfolk2030 adoption
	ES1.1.2	Revise metrics for water quality based on meeting Total Maximum Daily Load (TMDL) standards, once established.	PW; Planning	Short-Term	Up to \$100,000		Not started	
	ES1.1.3	Continue to work with research institutions, such as Old Dominion University and the Virginia Institute of Marine Science, and environmental organizations, such as the Elizabeth River Project and the Chesapeake Bay Foundation, to improve water quality in Norfolk waterways.	PW; Planning	Ongoing	Existing Resources		Continuing	
	ES1.1.4	Support implementation of the <i>Lafayette River Watershed Master Plan</i> .	Planning; PW; Budget	Mid-Term	Over \$1 Million		Underway	
	ES1.1.5	Develop and implement a stormwater master plan.	PW; Planning	Long-Term	Several Million		Underway	Part of regional effort
	ES1.1.6	Encourage the use of Best Management Practices (BMPs) reflective of Norfolk's urban character in order to reduce and filter stormwater runoff.	PW; Planning	Ongoing	Existing Resources		Continuing	
	ES1.1.7	Consider revisions to development regulations to require enhanced on-site storage and filtration of stormwater for larger developments.	Planning; PW	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of Zoning Ordinance rewrite

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome ES1.1. Enhanced water quality in the City's waterways and reservoirs, including the Chesapeake Bay and its tributaries.	ES1.1.8	Incorporate bio-retention facilities, such as rain gardens, in municipal landscaping for passive treatment of stormwater using native plant species.	RPOS	Ongoing	Over \$1 Million		Continuing	
	ES1.1.9	Encourage State action to update the <i>Virginia Erosion and Sediment Control Handbook</i> to recognize advances in erosion and sediment control techniques.	IGR; Planning	Short-Term	Existing Resources		Not started	
	ES1.1.10	Increase the extent of natural areas along the waterfront, using shoreline restoration projects such as living shorelines, and consider incentives that could encourage their use.	Planning; RPOS; PW; Budget	Ongoing	Several Million		Continuing	
	ES1.1.11	Develop criteria for defining environmentally sensitive areas that can be mapped to assist in selecting locations for shoreline restoration projects.	Planning	Short-Term	Existing Resources		Not started	
	ES1.1.12	Work with community partners to explore potential designation of Norfolk's waterways as "No Discharge Zones."	PW; Planning	Immediate	Existing Resources		Underway	
	ES1.1.13	Encourage all marinas in Norfolk to seek designation as "Virginia Clean Marinas."	CMO	Immediate	Existing Resources		Underway	
	ES1.1.14	Continue support of Hampton Roads Sanitation District (HRSD) and City of Norfolk improvements to the wastewater and stormwater systems.	PW; Utilities	Ongoing	Several Million		Continuing	
	ES1.1.15	Install and maintain animal waste clean-up stations at community centers, beaches, schoolyards, and other community gathering places.	RPOS; GS	Short-Term	Up to \$100,000		Not started	
	ES1.1.16	Continue public outreach and education regarding the responsible use of fertilizer, proper disposal of animal waste, and other potential water quality improvement actions.	PW; C&T; RPOS	Ongoing	Existing Resources		Continuing	Keep Norfolk Beautiful, etc.
	ES1.2.1	Support the development of a regional greenhouse gas emissions inventory and emission reduction targets.	CMO	Mid-Term	*	Part of work program for RC3.1.2.	Not started	
	ES1.2.2	Support regional efforts to increase travel by alternative modes, including the development of "Complete Streets."	Planning; PW; CMO	Ongoing	*	Part of work program for T1.1.12 and T1.3.1.	Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome ES1.2. Clean, healthy air that supports plant, animal, aquatic, and human life.	ES1.2.3	Encourage the use of alternative commuting patterns such as remote workplace opportunities.	CMO; C&T	Ongoing	*	Part of work program for T1.1.12.	Continuing
	ES1.2.4	Implement policies that discourage vehicle idling periods greater than five minutes in any hour, and encourage similar improvements in the private sector.	GS; NPS; CMO; C&T	Immediate	Existing Resources		Underway
	ES1.2.5	Acquire City equipment and vehicles that utilize alternative fuels or exhibit high fuel efficiency, when feasible, in order to reduce carbon emissions.	GS	Ongoing	Several Million		Continuing Smart Cars, etc.
Outcome ES1.3. An ecosystem that supports a diversity of plant and animal life.	ES1.3.1	Increase the quantity, density, and diversity of trees to achieve a goal of 40% tree canopy cover through a combination of regulatory actions and City-provided trees.	RPOS; Planning	Mid-Term	Over \$1 Million		Underway
	ES1.3.2	Revise landscaping regulations to require the placement of shade trees in parking lots.	Planning; RPOS	Immediate	*	Part of work program for LU1.2.1.	Underway Zoning Ordinance rewrite underway
	ES1.3.3	Encourage the use of native species, for sustainability and drought resistance purposes, wherever possible.	RPOS	Ongoing	Existing Resources		Continuing
	ES1.3.4	Identify and control invasive species that threaten natural ecosystems.	RPOS; Planning	Ongoing	Over \$1 Million		Continuing
	ES1.3.5	Encourage connections of open green spaces throughout the City through the development of pedestrian and bicycle corridors.	RPOS; Planning	Ongoing	*	Part of work program for T1.3.3.	Continuing Part of Bicycle Strategic Plan. Consider language change to add expectation of developer to address as part of development process.
	ES1.3.6	Protect and enhance dunes through continued enforcement of the Coastal Primary Sand Dune Protection Ordinance.	Planning	Ongoing	Existing Resources		Continuing
	ES1.3.7	Ensure that former waste disposal sites are safe while continuing to explore suitable reuse options.	PW; GS; Planning	Ongoing	Over \$1 Million		Continuing
	ES1.3.8	Support the recruitment and expansion of "Green" businesses and manufacturers.	Development	Ongoing	*	Part of work program for EV1.2.11.	Continuing
Environmental Sustainability Goal 2. Prepare for the consequences of natural hazards.							
	ES2.1.1	Evaluate the impact of potential sea level rise when reviewing development proposals and in the preparation of budgets.	Planning; Budget	Ongoing	Existing Resources	Related to RC3.1.3.	Continuing
	ES2.1.2	Revise development regulations to respond to the impact of potential sea level rise.	Planning	Ongoing	Existing Resources	Related to ES2.1.7 and RC3.1.3.	Continuing Have made zoning changes

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome ES2.1. Reduced risk and increased resilience to gradual and catastrophic natural events.	ES2.1.3	Continue to monitor changes in tide data and its effect on flooding throughout the City.	PW	Ongoing	Existing Resources		Continuing	
	ES2.1.4	Evaluate options to mitigate the impact of natural hazards, including flooding.	PW	Immediate	Several Million	Related to N5.1.1(h), N5.1.1(i), N5.1.7(k), N5.1.10(e).	Underway	Reinvest and 100 Resilient Cities; hired Resiliency Officer
	ES2.1.5	Develop a stormwater master plan that includes consideration of issues of water volumes and rates of discharge.	PW	Long-Term	*	Part of work program for ES1.1.5.	Underway	Part of regional effort
	ES2.1.6	Continue to implement wetland design changes, such as the use of living shorelines that allow for the landward migration of wetlands, for resilience to sea level rise.	Planning	Ongoing	*	Part of work program for ES1.1.10.	Continuing	
	ES2.1.7	Improve the City's rating in the National Flood Insurance Program's Community Rating System (CRS).	Planning	Immediate	Existing Resources	Related to ES2.1.2.	Underway	Revised zoning; outreach on new FIRM maps
	ES2.1.8	Ensure that all new development in designated flood-prone areas complies with the City's flood protection regulations.	Planning	Ongoing	Existing Resources		Continuing	
	ES2.1.9	Ensure that residents and property owners in flood prone areas are notified of the threat to their properties.	Planning	Ongoing	Up to \$100,000		Continuing	FIRM updates and outreach
	ES2.1.10	Identify areas of the City that are particularly susceptible to inundation and develop a communication strategy to notify residents in advance of and during flood events.	EM; C&T	Immediate	*	Part of work program for CS2.3.4.	Continuing	
	ES2.1.11	Continue to participate in the development and implementation of the <i>Southside Hampton Roads Hazard Mitigation Plan</i> to address potential hazards on a regional basis.	EM	Ongoing	*	Part of work program for RC2.1.7.	Continuing	
Environmental Sustainability Goal 3. Incorporate sustainability into daily living.								
	ES3.1.1	Develop criteria for constructing new city facilities to LEED or ICC International Green Construction Code standards.	Planning; PW; RPOS	Short-Term	Up to \$100,000		Not started	Slover, etc., to LEED but need to develop criteria
	ES3.1.2	Develop criteria for applying LEED Existing Building standards to renovations and rehabilitations of City facilities.	Planning; GS	Short-Term	Existing Resources		Not started	Need to develop criteria
	ES3.1.3	Encourage the use of alternative energy through supportive code changes to permit the use of new technologies.	Planning	Short-Term	Existing Resources		Underway	Part of work program and part of Zoning Ordinance rewrite

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome ES3.1. Reduced energy consumption due to the application of energy efficient design features and technologies.	ES3.1.4	Identify city-owned properties where alternative energy sources could be utilized.	CMO; GS; NRHA	Ongoing	Existing Resources	Continuing	
	ES3.1.5	Promote "Green" municipal projects as models for the private sector.	C&T; CMO; NRHA; RPOS	Ongoing	Existing Resources	Continuing	
	ES3.1.6	Promote the use of "Green" building technologies, including weatherization, to provide energy conservation benefits through programs such as the Norfolk Green Home Choice Program.	Planning; C&T	Ongoing	Existing Resources	Continuing	
	ES3.1.7	Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.	Planning; NRHA	Ongoing	Existing Resources	Continuing	Need to work on additional incentives
	ES3.1.8	Continue to monitor changes in technology and legislation to identify opportunities for implementing new "Green" building programs and enhancing existing ones.	Planning	Ongoing	Existing Resources	Continuing	
Outcome ES3.2. Residents who take responsibility for reducing their impact on the environment and take steps towards improving it.	ES3.2.1	Continue to offer, or sponsor in cooperation with local institutions, environmental education and volunteer stewardship opportunities.	CMO; PW	Ongoing	Existing Resources	Continuing	
	ES3.2.2	Encourage the use of "environmentally-friendly" building practices, such as green roofs, white roofs and pervious pavers, in private development.	Planning	Ongoing	Existing Resources	Continuing	
	ES3.2.3	Continue to support and promote household waste recycling opportunities in both single family and multifamily housing and evaluate potential changes to yard waste disposal practices.	PW; C&T	Ongoing	Up to \$100,000	Continuing	
	ES3.2.4	Encourage citizens, neighborhoods, and businesses to take a larger role in cleaning and maintaining public spaces.	Neighborhood Development	Ongoing	Existing Resources	Continuing	Adopt a Spot, etc.
	ES3.2.5	Promote the reuse of water through strategies such as rain barrels, rain gardens, and grey water recycling.	CMO; PW	Ongoing	Up to \$100,000	Continuing	Our partners (ERP, etc.) have ongoing programs
	ES3.2.6	Support the development of community gardens on vacant or underutilized parcels as a way to encourage urban agriculture.	CMO; Neighborhood Development	Ongoing	Existing Resources	Continuing	
Housing Choices Goal 1. Ensure housing of high quality and sustainability.							
	HC1.1.1	Identify areas in which technical support and tax or other incentives available from the City will assist owners to maintain or modernize their properties.	Neighborhood Development	Ongoing	Existing Resources	Continuing	Tax Abatement Program

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome HC1.1. Conservation of existing housing, through restoration and rehabilitation, as a physical asset that contributes to the value and marketability of the City.	HC1.1.2	Continue to make residential pattern books available to property owners seeking to renovate or rehabilitate their homes.	Planning	Ongoing	Existing Resources		Continuing	
	HC1.1.3	Improve the effectiveness of code enforcement in preventing deteriorated, unsafe, and unhealthy housing conditions, especially in areas with persistent enforcement problems, by educating residents and landlords on code requirements.	Neighborhood Development	Ongoing	Existing Resources		Continuing	
	HC1.1.4	Encourage the return of abandoned housing to safe and useful occupancy through the Derelict Structures Program, with demolition utilized as a last resort.	Neighborhood Development	Ongoing	*	Part of work program for N2.1.5.	Continuing	
	HC1.1.5	Monitor code enforcement activity to identify potential areas in need of housing rehabilitation.	Neighborhood Development	Ongoing	Existing Resources		Continuing	
	HC1.1.6	Regularly assess housing conditions in Conservation Areas and Special Service Districts to determine where rehabilitation efforts have been successful.	NRHA	Ongoing	Existing Resources		Continuing	
Outcome HC1.2. Increased usage of sustainable technology, design, and materials.	HC1.2.1	Promote the use of "Green" building technologies, including weatherization, to provide energy conservation benefits.	Planning; C&T	Ongoing	*	Part of work program for ES3.1.6.	Continuing	
	HC1.2.2	Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.	Planning	Ongoing	*	Part of work program for ES3.1.7.	Continuing	
Outcome HC1.3. Reduced threats of property loss due to flooding.	HC1.3.1	Improve the City's rating in the National Flood Insurance Program's Community Rating System (CRS).	Planning	Immediate	*	Part of work program for ES2.1.7.	Continuing	Revised zoning; outreach on new FIRM maps
	HC1.3.2	Ensure that all new development in designated flood-prone areas complies with the City's flood protection regulations.	Planning	Ongoing	*	Part of work program for ES2.1.8.	Continuing	
	HC1.3.3	Ensure that residents and property owners in flood prone areas are notified of the threat to their properties.	Planning	Ongoing	*	Part of work program for ES2.1.9.	Continuing	FIRM updates and outreach
	HC1.3.4	Continue to pursue funding to raise or acquire homes that have experienced repetitive loss due to flooding.	Budget; EM	Ongoing	Existing Resources		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Housing Choices Goal 2. Provide a range of housing choices that are accessible both in terms of geography and affordability.								
Outcome HC2.1. An increased rate of home ownership.	HC2.1.1	Ensure that the real estate community is informed about the diversity of housing types, and the other attributes of housing, available in Norfolk.	Neighborhood Development	Ongoing	Existing Resources		Continuing	Real Estate Ambassador Program under review
	HC2.1.2	Continue to support NRHA in the creation of new home ownership opportunities in Conservation and Redevelopment Areas.	Planning	Ongoing	Existing Resources		Continuing	
	HC2.1.3	Seek opportunities to acquire vacant properties that are potential candidates for foreclosure, through use of federal programs such as the Neighborhood Stabilization Program, so that these properties can be renovated for sale to potential home buyers.	NRHA; Budget	Ongoing	Over \$1 Million		Continuing	
	HC2.1.5	Utilize GEM parcels to encourage the development of owner-occupied affordable housing.	Neighborhood Development; NRHA; Planning	Ongoing	Existing Resources		Continuing	
	HC2.1.6	Continue to work with local lenders, non-profit organizations, and housing providers to provide education programs for financial counseling and assistance in buying a home.	Neighborhood Development	Ongoing	Existing Resources		Continuing	
	HC2.1.7	Continue to provide first-time homebuyers purchase assistance and counseling services.	NRHA	Ongoing	Existing Resources		Continuing	
	HC2.1.8	Develop and implement programs to enable firefighters, teachers, police officers, nurses, city workers, and other applicable public service professionals to purchase homes.	NRHA	Ongoing	Existing Resources		Continuing	HOME program, etc.
	HC2.1.9	Continue the tax relief program to assist low-income homeowners faced with rising property taxes.	COR; Budget	Ongoing	Existing Resources		Continuing	Modified requirements
	HC2.1.10	Work to prevent foreclosures in coordination with other governmental and non-profit organizations that assist at-risk homeowners with financial and foreclosure counseling.	NRHA	Ongoing	Existing Resources		Continuing	
	HC2.2.1	Ensure that the Zoning Ordinance permits a variety of residential densities and housing types.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Zoning Ordinance rewrite underway
HC2.2.2	Consider the use of density bonuses as a means of promoting the production of affordable housing to meet current and future demand.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Zoning Ordinance rewrite underway though density bonuses may require more work	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome HC2.2. A variety of housing types that are affordable and responsive to the needs of owners and renters.	HC2.2.3	Develop programs to discourage concentrations of poverty, while ensuring affordable housing is located in proximity to employment centers, service centers, and public transit.	Planning	Immediate	Existing Resources	Underway	Need to develop specific program but TOD etc. is underway
	HC2.2.4	Continue to support the efforts of NRHA to provide and improve the quality of housing for low- and very low-income residents.	Planning	Ongoing	Existing Resources	Continuing	Broad Creek V, Moton Replacement, Grandy Village
	HC2.2.5	Utilize State and federal programs offering funding for mixed-income and mixed-use projects, to leverage private sector development interest and partnerships for assistance in redevelopment actions.	NRHA; Budget	Ongoing	Existing Resources	Continuing	LIHTC, etc.
	HC2.2.6	Support the creation of a stable source of housing development funds at the federal, State, and local levels.	IGR	Ongoing	Existing Resources	Continuing	Part of ongoing liaison work
	HC2.2.7	Encourage compatible infill housing on vacant or underutilized parcels to minimize the impact of land costs on housing.	Planning	Ongoing	Existing Resources	Continuing	Narrow lots process
	HC2.2.8	Regularly assess the effects of City policies and regulations on housing development costs and overall affordability while considering the impact of housing affordability on other objectives.	Planning; Budget	Ongoing	Existing Resources	Continuing	
	HC2.2.9	Provide leadership to create a balanced regional supply of affordable housing.	OEI; IGR	Ongoing	Existing Resources	Continuing	Regional SRO program
	HC2.2.10	Encourage a coordinated approach to the development of affordable housing, involving all affected agencies.	OEI; NRHA; Planning	Ongoing	*	Part of work program for RC2.1.3.	Continuing
	HC2.2.11	Ensure information on the rights of tenants under the Virginia Residential Landlord and Tenant Act is available to renters.	Planning	Ongoing	Existing Resources	Continuing	
Outcome HC2.3. Elimination of discriminatory housing practices.	HC2.3.1	Continue to work with federal, State, and local agencies to ensure that fair housing legislation is enforced.	Neighborhood Development	Ongoing	Existing Resources	Continuing	
	HC2.3.2	Ensure that landlords, property managers, real estate agents, lenders, and other housing-related professionals are aware of their responsibilities with regards to fair housing regulations.	Neighborhood Development	Ongoing	Existing Resources	Continuing	Fair housing incorporated in literature and training in all Landlord Relations workshops, provide training 5-6 times a year

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Housing Choices Goal 3. Ensure that the housing needs of the special needs populations are met.								
Outcome HC3.1. An adequate supply of housing to meet the needs of special needs populations.	HC3.1.1	Work with agencies throughout the region to develop and implement policies and programs addressing the needs of special needs populations.	HS; OEH	Ongoing	*	Part of work program for RC2.1.4.	Continuing	
	HC3.1.2	Support home modifications and rental and utility assistance to aid special needs populations with remaining in their homes.	HS; OEH	Ongoing	Over \$1 Million		Continuing	
	HC3.1.3	Revise the Zoning Ordinance to permit residents to remain in their communities throughout the different stages of life, by allowing a range of innovative and non-traditional housing types.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Zoning Ordinance rewrite underway
	HC3.1.4	Encourage the development of housing for special needs populations near neighborhood centers, shopping centers, public transportation, schools, parks, and open space.	OEH; Planning; NRHA	Ongoing	Existing Resources		Continuing	
	HC3.1.5	Continue to support NRHA in its efforts to expand the supply of assisted housing units for the elderly to meet increasing demand for such units.	Planning	Ongoing	Existing Resources		Continuing	
	HC3.1.6	Support the development of a continuum of housing, ranging from emergency shelters to transitional housing to permanent housing, in order to assist the homeless in regaining stable, permanent housing.	OEH	Ongoing	Several Million		Continuing	Regional SRO effort
	HC3.1.7	Continue to support and develop strategies to prevent homelessness among families with children and unaccompanied youth.	OEH	Ongoing	Existing Resources		Continuing	
	HC3.1.8	Continue to work in partnership with various levels of government and public agencies to address homelessness on a regional basis.	OEH	Ongoing	*	Part of work program for RC2.1.5.	Continuing	
Lifelong Learning Goal 1. Provide learning opportunities that are responsive to the changing needs of Norfolk's population.								
	LL1.1.1	Continue to regularly evaluate the utilization of existing public school facilities to determine the need for adjustments to attendance zones or for the construction, renovation, or closure of facilities.	NPS	Ongoing	Existing Resources		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS	
Outcome LL1.1. Efficient public schools, appropriately sized to meet the needs of the school-aged population.	LL1.1.2	Locate new school facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points.	NPS; Planning	Ongoing	Existing Resources	Tied to CS1.1.1	Continuing	New school construction as focal points
	LL1.1.3	Respond to shifts in public school enrollment through innovative techniques, such as the use of the K-8 school model.	NPS	Ongoing	Existing Resources		Continuing	Restructuring of Lafayette, etc.
	LL1.1.4	Ensure that outdoor recreational facilities that share sites with public schools are open and accessible to residents outside school hours.	NPS; RPOS	Ongoing	*	Part of work program of DL1.1.4.	Continuing	
Outcome LL1.2. Children who are prepared for success in school.	LL1.2.1	Identify and monitor programs to improve the quality of learning within daycare centers.	HS	Immediate	Up to \$100,000		Underway	Daycare provider regulations, licensing work underway
	LL1.2.2	Continue to implement programs designed to improve readiness for school such as Norfolk Ready By 5 and After the Bell.	HS	Ongoing	\$100,000 to \$250,000		Continuing	
	LL1.2.3	Increase access to libraries, recreation centers, and other community facilities to better utilize programs such as early childhood literacy and after school care.	HS; Libraries; NPS; RPOS	Immediate	\$100,000 to \$250,000	Related to LL1.3.5	Underway	
Outcome LL1.3. A well-trained, qualified workforce.	LL1.3.1	Work with educational partners, both within and outside of Norfolk, including universities, colleges, and trade schools, to tailor their educational programs to the changing opportunities presented by Norfolk's economy.	Development	Ongoing	*	Part of work programs for EV1.3.1.	Continuing	
	LL1.3.2	Support Norfolk Public Schools in efforts to provide both college-track and trade education that is responsive to economic opportunities.	Budget	Ongoing	*	Part of work programs for EV1.3.2.	Continuing	
	LL1.3.3	Identify and provide opportunities for career training and development of Norfolk residents that can lead to jobs in Norfolk industries.	Development	Ongoing	*	Part of work programs for EV1.3.3.	Continuing	
	LL1.3.4	Support the availability of adult basic education and GED programs.	HS	Ongoing	Existing Resources		Continuing	
	LL1.3.5	Increase access to libraries, recreation centers, and other community facilities to better utilize programs aimed at increasing literacy and job readiness, and assisting with job searches.	RPOS; Libraries	Ongoing	*	Part of work program of LL1.2.3.	Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome LL1.4. Partnerships and community resources that provide opportunities for training and continuing education.	LL1.4.1	Partner with the universities, colleges, medical institutions, businesses, corporate entities, and the military to provide opportunities for training and continuing education.	CMO	Ongoing	Existing Resources		Continuing	V3 Initiative
	LL1.4.2	Develop and implement a pilot program using schools as neighborhood centers to offer lifelong learning opportunities.	NPS; RPOS	Short-Term	\$100,000 to \$250,000		Not started	Hosting programs in schools
	LL1.4.3	Develop a database of lifelong learning resources, building on any existing databases, to better connect residents with available opportunities.	HS; Development	Short-Term	Up to \$100,000		Not started	
	LL1.4.4	Continue to work with the military, colleges and universities to develop skills and enhance job opportunities for veterans.	CMO	Ongoing	Existing Resources		Continuing	V3 Initiative
Community Services Goal 1. Ensure the availability of community facilities and services to meet the needs of the public.								
Outcome CS1.1. Safe, adaptable, and well maintained city facilities.	CS1.1.1	Locate new city facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points.	GS; Planning	Ongoing	Existing Resources	Related to LL1.1.2.	Continuing	New schools, Slover, planned Broad Creek library
	CS1.1.2	When evaluating potential sites for the location or relocation of a city facility, consider vulnerability to flood damage or isolation due to flooding.	Planning; PW	Ongoing	Existing Resources		Continuing	
	CS1.1.3	Design new city facilities to adapt to changing technologies and to include flexible meeting spaces that can host multiple users.	GS; PW	Ongoing	Existing Resources		Continuing	Slover, etc.
	CS1.1.4	Continue to maintain existing city facilities, extending their useful life through repairs and renovations, including appropriate upgrades.	GS	Ongoing	Several Million		Continuing	
	CS1.1.5	Develop a long term strategy for the replacement of aging city facilities, including as part of that strategy consideration of the feasibility of consolidation and the co-location of multiple facilities on one site.	GS; Budget	Immediate	\$100,000 to \$250,000		Underway	School replacement plan underway
Outcome CS1.2. Improved access to services through enhanced technology.	CS1.2.1	Explore opportunities for expediting development processes, such as encouraging online submittal of applications.	Planning; C&T	Short-Term	*	Part of work program of EV1.1.9.	Underway	Planned for but not funded

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Community Services Goal 2. Provide a safe environment for residents, workers, and visitors.							
Outcome CS2.1. Police protection and service that are responsive to the needs of the City's residents, visitors, and businesses.	CS2.1.1	Maintain average emergency response times of 6½ minutes or less for Priority 1 calls.	Police	Ongoing	Existing Resources	Continuing	
	CS2.1.2	Continue to explore alternatives that may reduce response times throughout the City, such as the relocation of existing facilities and the addition of new facilities.	Police; GS	Ongoing	Several Million	Continuing	
Outcome CS2.2. Fire and rescue services that protect life, property, and the environment.	CS2.2.1	Maintain average emergency response times of no more than 4 minutes for the deployment of the first fire unit to the scene of a fire or medical emergency, and no more than 8 minutes for the deployment of the balance of a first alarm assignment or an ambulance to the scene of a medical emergency.	Fire	Ongoing	Existing Resources	Continuing	
	CS2.2.2	Develop a long term strategy for improving and expanding fire training spaces within the City, and work to expand the number of facilities available for shared regional training.	Fire	Ongoing	Over \$1 Million	Continuing	Explored as part of Fire Station replacement
	CS2.2.3	Maintain an International Insurance Services Office (ISO) rating for fire safety of 2 or better.	Planning; Fire	Ongoing	Existing Resources	Continuing	
	CS2.2.4	Continue to provide fire and life safety education programs in the public schools and elsewhere in the community.	Fire; NPS; C&T	Ongoing	Existing Resources	Continuing	
Outcome CS2.3. Effective response to emergency situations.	CS2.3.1	Maintain and update the <i>Emergency Operations Plan</i> , and continue to coordinate emergency planning efforts with other local governments in the region, non-profit organizations, and State and federal agencies.	EM	Ongoing	*	Part of work program of RC2.1.7.	Ready Hampton Roads initiative
	CS2.3.2	Annually undertake emergency operations drills, simulating the City's response to various emergency situations.	EM	Ongoing	Existing Resources	Continuing	
	CS2.3.3	Evaluate the City's response following any declared emergency.	EM	Ongoing	Existing Resources	Continuing	
	CS2.3.4	Improve the City's ability to provide residents with timely information on changing conditions during emergency situations.	EM; C&T	Immediate	\$250,000 to \$1 Million	Underway	Reverse 911, email and text alerts
	CS2.4.1	Continue to assess the behavioral characteristics of surrendered and found animals to identify all suitable candidates for adoption.	GS	Ongoing	Existing Resources	Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome CS2.4. Animal care facilities that provide safe haven for animals in need of care.	CS2.4.2	Improve the ability of the Norfolk Animal Care Center to identify animal ownership so that animals can be returned to their homes whenever possible.	GS; Police; Treasurer; C&T	Immediate	Up to \$100,000		Underway	Online search available
	CS2.4.3	Encourage special events to promote the adoption of animals housed at the Norfolk Animal Care Center.	GS; C&T	Ongoing	Existing Resources		Continuing	
	CS2.4.4	Continue to encourage volunteerism and donations to help support the operations of the Norfolk Animal Care Center.	GS; C&T	Ongoing	Existing Resources		Continuing	
Community Services Goal 3. Provide quality public utility services that meet the current and future needs of residents and businesses.								
Outcome CS3.1. Clean, safe drinking water provided at the best possible value to all customers of the Norfolk water system.	CS3.1.1	Maintain the ability to treat 100 million gallons of drinking water per day.	Utilities	Ongoing	*	Part of work program for CS3.1.3.	Continuing	
	CS3.1.2	Ensure compliance with the requirements of the Safe Drinking Water Act by continuing to perform regular testing and maintenance of the City's drinking water system.	Utilities	Ongoing	*	Part of work program for CS3.1.3.	Continuing	
	CS3.1.3	Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the water treatment and delivery system.	Utilities	Ongoing	Several Million		Continuing	
	CS3.1.4	Maintain, and expand where appropriate, regional water production agreements in order to maximize the return on the City's infrastructure investments.	Utilities	Ongoing	Existing Resources		Continuing	
	CS3.1.5	Continue to promote watershed protection programs for people living within reservoir watershed areas.	Utilities	Ongoing	Existing Resources		Continuing	
	CS3.1.6	Monitor upstream sources of pollutants that could impact Norfolk's water supply and intervene where appropriate.	Utilities	Ongoing	Existing Resources		Continuing	
	CS3.2.1	Maintain the ability to collect and transmit for disposal 20 million gallons of wastewater per day.	Utilities	Ongoing	*	Part of work program for CS3.2.3.	Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome CS3.2. A reliable and efficient system for the collection and management of wastewater from Norfolk homes and businesses.	CS3.2.2	Continue to perform regular testing, cleaning, and maintenance of the City's wastewater collection system to ensure compliance with federal and State environmental regulations.	Utilities	Ongoing	*	Part of work program for CS3.2.3.	Continuing	
	CS3.2.3	Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the wastewater collection and conveyance system.	Utilities	Ongoing	Several Million		Continuing	
	CS3.2.4	Continue support of HRSD improvements to the wastewater collection and treatment system.	Utilities; GS	Ongoing	*	Part of work program for ES1.1.14.	Underway	Regional Consent Order for Sanitary Sewer Maintenance adopted Oct 2014
Outcome CS3.3. A safe, reliable, and efficient system for the collection and management, including recycling, of Norfolk's solid waste.	CS3.3.1	Maintain the ability to collect refuse and recycling on the day scheduled and remove dead animals within one day of a report.	PW	Ongoing	Existing Resources		Continuing	
	CS3.3.2	Increase participation in the curbside recycling program, to achieve a target of recycling 25% or more of all solid waste collected, through continued marketing and educational efforts.	PW; C&T	Mid-Term	\$100,000 to \$250,000		Underway	
	CS3.3.3	Continue to support and promote household hazardous waste recycling opportunities.	PW; C&T	Ongoing	Existing Resources		Continuing	Recycle Days, etc.
	CS3.3.4	Evaluate potential changes to yard waste disposal practices.	PW	Immediate	Existing Resources		Underway	
	CS3.3.5	Continue to require the screening of dumpsters.	Planning; NPH	Ongoing	Existing Resources		Continuing	
	CS3.3.6	Establish screening requirements for smaller garbage disposal containers.	Planning	Immediate	*	Part of work program for LU1.2.1.	Underway	Part of zoning ordinance rewrite
Outcome CS3.4. A stormwater management system that reduces the quantity and improves the quality of stormwater runoff.	CS3.4.1	Clear debris from at least 120,000 linear feet of drainage ditches and 7,500 drain structures each year.	PW	Ongoing	Existing Resources		Continuing	
	CS3.4.2	Maintain the ability to sweep streets of debris on the regularly-scheduled date.	PW	Ongoing	Existing Resources		Continuing	
	CS3.4.3	Continue regularly inspecting all Best Management Practices (BMP) structures installed in the City, on both public and private property, to ensure proper maintenance and performance in accordance with the City's Virginia Pollutant Discharge Elimination System (VPDES) permit requirements.	PW	Ongoing	Over \$1 Million		Continuing	

* Cost for this action included in another action as noted under comments.

Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	CS3.4.4	Develop and implement a stormwater master plan.	PW; Planning	Long-Term	*	Part of work program for ES1.1.5.	Underway	Part of regional effort
	CS3.4.5	Continue to provide educational materials to Norfolk property owners on the importance of keeping the stormwater drainage system clean.	PW; C&T	Ongoing	Up to \$100,000		Continuing	
Community Services Goal 4. Maintain the City's cemeteries as places of honor and respect.								
Outcome CS4.1. Well-maintained cemeteries.	CS4.1.1	Ensure the continued maintenance and improvement of city-owned cemeteries.	RPOS	Ongoing	Over \$1 Million		Continuing	
	CS4.1.2	Support the efforts of the Friends of Norfolk's Historic Cemeteries to preserve Norfolk's historic cemeteries.	RPOS; Planning	Ongoing	Existing Resources	Related to H1.1.4.	Continuing	Modify action to include other groups/efforts
Daily Life Goal 1. Provide Norfolk residents with a rich variety of parks and recreational opportunities.								
	DL1.1.1	Locate parks and recreation facilities throughout the City in proximity to residential areas, applying the set standards.	RPOS; Planning	Ongoing	Several Million		Continuing	
	DL1.1.2	Provide recreational facilities to maintain a standard of 15 acres of recreational land per 1,000 residents.	RPOS	Ongoing	*	Part of work program for DL1.1.1.	Continuing	
	DL1.1.3	Seek partnership opportunities with private sector entities, including civic leagues, schools, religious institutions, and other organizations to assist in maintaining and operating parks and recreation centers.	RPOS; Neighborhood Development	Ongoing	Existing Resources		Continuing	
	DL1.1.4	Ensure that outdoor recreational facilities that share sites with schools are open and accessible to residents outside school hours.	RPOS; NPS	Ongoing	Existing Resources	Related to LL1.1.4.	Continuing	
	DL1.1.5	Design parks and recreational facilities to maximize flexibility, so that they can be easily adapted to changes in demographics.	RPOS	Ongoing	\$250,000 to \$1 Million		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015		DETAILS
Outcome DL1.1. A variety of recreational programs and facilities at convenient locations.	DL1.1.6	Enhance public access to parks and recreational facilities by making needed infrastructure improvements to access roads, parking areas, sidewalks, bikeways, boat ramps, and beach access ways.	RPOS; PW	Ongoing	Over \$1 Million	Related to N5.1.6(i).	Continuing	
	DL1.1.7	Ensure that one public water access point is provided for every ¼ mile of waterfront by maintaining existing access points, particularly those that provide parking and those along the Southeast Coast Paddling Trail, and adding new access points, with a priority given to physical access at existing parks, where none are presently available.	RPOS; Planning	Ongoing	Over \$1 Million	Related to N5.1.19(d).	Continuing	In work program to evaluate/inventory existing access
	DL1.1.8	Provide a variety of programs at parks and recreational facilities designed to meet the needs of Norfolk's residents through all stages of life, from childhood to the retirement years.	RPOS	Ongoing	Several Million		Continuing	
	DL1.1.9	Periodically survey parks and recreation customers to identify desired changes in facilities and programming.	RPOS	Ongoing	Up to \$100,000		Continuing	
	DL1.1.10	Provide learn-to-swim and boater safety programs for children and adults at community centers, public schools, and other providers of community services.	RPOS	Ongoing	Up to \$100,000		Continuing	
	DL1.1.11	Continue to work with the U.S. Army Corps of Engineers to maintain navigation channels in the City's waterways through maintenance dredging and other channel improvement projects, in order to ensure access for recreational boaters.	PW; Planning	Ongoing	Over \$1 Million		Continuing	
Daily Life Goal 2. Provide the residents of Norfolk and the region with a variety of cultural opportunities.								
	DL2.1.1	Ensure that public library facilities are located throughout the City so that no resident lives more than 2½ miles from a library.	Libraries; Planning	Ongoing	Existing Resources	Currently meet standards. Related to N5.1.5(d).	Continuing	
	DL2.1.2	Create comfortable and inviting common spaces within libraries to invite users to interact with others in the community.	Libraries; GS	Ongoing	\$100,000 to \$250,000		Continuing	Slover, etc.

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome DL2.1. Libraries that provide access to information for all residents, and support lifelong learning, cultural enrichment, and intellectual stimulation.	DL2.1.3	Periodically survey library customers to identify necessary changes in hours of operations and services offered, as well as in the collections of books, multimedia, and other materials.	Libraries	Ongoing	Up to \$100,000		Continuing
	DL2.1.4	Regularly re-evaluate technology and computer resources to ensure the service demands and technology needs of library customers are met.	Libraries; C&T	Ongoing	Several Million		Continuing
	DL2.1.5	Continue to provide library programs that celebrate Norfolk's cultural diversity and history.	Libraries	Ongoing	*	Part of work program for H1.1.3.	Continuing
	DL2.1.6	Continue to enhance programmatic offerings such as early childhood literacy, after-school care, local history and genealogy, and job search programs.	Libraries	Ongoing	\$100,000 to \$250,000		Continuing
Outcome DL2.2. A variety of cultural and entertainment opportunities.	DL2.2.1	Continue to recognize the importance of the arts as an economic tool by coordinating with and promoting the activities of arts organizations such as the Virginia Arts Festival, the Virginia Opera, the Virginia Stage Company, and the Virginia Symphony Orchestra, as well as arts programs offered by Norfolk State University, Old Dominion University, and Tidewater Community College.	CF; Development	Ongoing	Existing Resources		Continuing
	DL2.2.2	Continue to provide Norfolk and regional residents with access to cultural and entertainment opportunities through support of facilities such as the Attucks Theater, Chrysler Hall, the Chrysler Museum of Art, Harbor Park, Harrison Opera House, the MacArthur Memorial, Nauticus, the Norfolk Botanical Garden, the Norfolk Scope Arena, Ocean View Park, Town Point Park, and the Virginia Zoo, as well as facilities located at Norfolk State University, Old Dominion University, and Tidewater Community College.	CF; CMO	Ongoing	Several Million		Continuing
	DL2.2.3	Explore opportunities for collaborating across jurisdictional boundaries in order to reduce competition among regional cultural facilities and entertainment venues.	CMO; CF	Ongoing	Existing Resources		Continuing

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Daily Life Goal 3. Foster the development of a more vibrant, dynamic city.							
Outcome DL3.1. A city that retains and attracts the creative class.	DL3.1.1	Support the efforts of the "creative class" as they work to enhance the vibrancy of Norfolk's culture.	CMO	Ongoing	Existing Resources	Continuing	D-4; Arts District; Emerging Districts work
	DL3.1.2	Utilize new technologies to more effectively promote events and activities throughout the City.	C&T	Ongoing	\$100,000 to \$250,000	Continuing	
	DL3.1.3	Support the provision of art in public spaces throughout the City.	CF; RPOS	Ongoing	Several Million	Continuing	
	DL3.1.4	Revise regulations to reduce restrictions on activities that add "life" to the street in appropriate locations, such as street vending, parades, festivals, road races, and other events.	Planning; PW	Short-Term	Existing Resources	Underway	Vendor program, etc. Part of Zoning Ordinance rewrite
	DL3.1.5	Enhance pedestrian activity in appropriate locations to encourage the development of a desired mix of uses.	Planning; PW	Ongoing	Several Million	Continuing	
	DL3.1.6	Support the creation of one or more "arts districts" in Norfolk by making needed regulatory changes to facilitate their development.	Planning	Immediate	Existing Resources	Underway	D-4 Zoning Changes. Part of Zoning Ordinance rewrite.
	DL3.1.7	Revise the Zoning Ordinance to encourage bicycle and pedestrian travel.	Planning	Immediate	*	Underway	Bicycle parking requirements added to zoning ordinance. Other revisions part of zoning ordinance rewrite
	DL3.1.8	Revise the Zoning Ordinance to require provisions for bicycles in the design of new facilities.	Planning	Immediate	*	Complete	
Heritage Goal 1. Foster a greater awareness of Norfolk's heritage for residents and visitors.							
Outcome H1.1. Increased information available to the public about Norfolk's historic resources.	H1.1.1	Utilize a variety of communications methods, ranging from printed materials, online information, and municipal television channels, to workshops and lectures, to raise awareness of Norfolk's historic resources and inform property owners and design professionals about the need to maintain historic properties and opportunities to revitalize historic properties.	Planning; C&T	Ongoing	\$100,000 to \$250,000	Continuing	
	H1.1.2	Provide information, including maps of routes between sites for walking, bicycling, or driving tours, highlighting Norfolk's history and architecture, as defined by the Cannonball Trail, in a variety of forms such as brochures, websites, and mobile applications.	Planning; C&T	Ongoing	*	Continuing	Part of work program for H1.1.1.

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	H1.1.3	Provide programs related to historic preservation, continuing to use those provided by the Norfolk Public Library and encouraging other City departments to develop programs celebrating Norfolk's history.	Libraries; RPOS	Ongoing	Existing Resources		Continuing
	H1.1.4	Continue to work with the Friends of Norfolk's Historic Cemeteries to increase awareness of the historic and cultural value of those resources.	RPOS; C&T	Ongoing	Existing Resources	Related to CS4.1.2.	Continuing
Outcome H1.2. Improved identification of historic landmarks and districts.	H1.2.1	Develop a process for expanding Cannonball Trail markers.	Planning	Immediate	Existing Resources	Related to H1.2.3.	Not started
	H1.2.2	Identify new sites for Cannonball Trail markers.	Planning	Ongoing	\$250,000 to \$1 Million		Continuing
	H1.2.3	Develop a local plaque program to recognize contributing structures in historic districts or sites that have local landmark designation.	Planning	Mid-Term	\$250,000 to \$1 Million	Related to H1.2.1 and H2.2.4.	Not started
	H1.2.4	Identify historic district boundaries through vintage or special street signs in historic districts.	PW	Long-Term	Over \$1 Million		Not started
Heritage Goal 2. Protect Norfolk's historic resources.							
Outcome H2.1. New and infill development that respects surrounding historic properties and reflects the established architectural pattern.	H2.1.1	Develop local historic district design guidelines utilizing professional standards, such as the Secretary of the Interior's Standards for Rehabilitation, as the basis.	Planning	Immediate	Existing Resources	Related to N5.1.10(d).	Complete
	H2.1.2	Evaluate existing local historic district guidelines to determine the need for updates at least every ten years.	Planning	Ongoing	Existing Resources		Continuing
	H2.1.3	Encourage the use of design guidelines and pattern books in National Register districts and other historic areas for new infill construction.	Planning	Ongoing	Existing Resources		Continuing
	H2.2.1	Develop an up-to-date inventory of historic resources readily available on the City's website.	Planning; Libraries; C&T	Long-Term	Up to \$100,000		Not started
	H2.2.2	Update the inventory of historic resources at least every ten years, evaluating the historic significance of all buildings that are more than 40 years old.	Planning; Libraries; C&T	Long-Term	Up to \$100,000		Not started
	H2.2.3	Identify funding sources for updates to the inventory of historic resources.	Planning; Budget	Long-Term	Existing Resources		Not started
	H2.2.4	Revise the Zoning Ordinance to provide for designation of local landmarks, including cultural resources.	Planning	Immediate	Existing Resources	Related to H1.2.3.	Complete
							Chapter 9 revised

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome H2.2. An increased number of historic resources, including structures, neighborhoods, and cultural resources, that are protected.	H2.2.5	Work with neighborhoods to gain support for new locally-designated historic districts and landmarks.	Planning	Ongoing	Existing Resources		Continuing	
	H2.2.6	Communicate regularly with property owners in neighborhoods that are designated local historic districts regarding the regulations and policies in those districts.	Planning	Ongoing	Existing Resources		Continuing	Periodic mailings to property owners
	H2.2.7	Discourage the performance of work in a local historic district without a Certificate of Appropriateness (COA) through the implementation of programs such as a system of fees or fines for not obtaining a COA.	Planning; Budget	Immediate	Existing Resources		Complete	
	H2.2.8	Utilize historic district design guidelines to promote the appropriate maintenance and rehabilitation of existing structures in historic districts.	Planning	Ongoing	Existing Resources		Continuing	
	H2.2.9	Amend the Zoning Ordinance to permit the reuse of nonconforming historic structures.	Planning	Immediate	Existing Resources		Complete	
	H2.2.10	Promote reuse of historic structures through city marketing efforts about programs such as tax abatement.	Planning	Ongoing	Existing Resources		Continuing	
	H2.2.11	Pursue the statutory authority to prevent demolition by neglect in historic areas through heightened code enforcement.	IGR; Planning	Immediate	Existing Resources		Underway	
Heritage Goal 3. Improve and streamline the Certificate of Appropriateness process.								
Outcome H3.1. Expedited review of projects going through the Certificate of Appropriateness process.	H3.1.1	Eliminate the duplicative process of review by two bodies, the Design Review Committee and the Planning Commission, in order to get a project approved.	Planning	Short-Term	Existing Resources		Complete	
Regional Cooperation Goal 1. Enhance regional economic competitiveness.								
	RC1.1.1	Support development of a regional economic development strategy to coordinate and guide business development efforts.	Development	Ongoing	Existing Resources		Continuing	
	RC1.1.2	Improve marketing, both collectively and individually, of regional assets to attract new business and investment to the region.	Development	Ongoing	Existing Resources		Continuing	
	RC1.1.3	Explore opportunities for collaborations across jurisdictional boundaries in order to reduce competition.	Development	Ongoing	Existing Resources		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
Outcome RC1.1. A vibrant and growing metropolitan region with the capacity to compete successfully with similarly-sized regions in the eastern United States.	RC1.1.4	Support the development of an efficient, multi-modal transportation network, including high quality connections to other metropolitan regions, to support new business investment and activity.	Planning; PW	Ongoing	*	Part of work program actions under Outcome T2.1.	Continuing	
	RC1.1.5	Support educational institutions, programs, and other related workforce development efforts to help create and maintain a well trained and qualified workforce.	Development; NPS	Ongoing	*	Part of work program for EV1.3.1.	Continuing	
	RC1.1.6	Continue to work with all jurisdictions in Hampton Roads to strengthen major regional assets, including the military, ports, medical institutions, colleges and universities, and tourist destinations.	Development	Ongoing	Existing Resources		Continuing	
	RC1.1.7	Encourage Norfolk's water supply surplus to be marketed and utilized as a major regional asset to attract development.	Utilities; Development	Ongoing	*	Part of work program for EV1.2.12.	Continuing	
	RC1.1.8	Partner with Norfolk's General Assembly members to develop consensus positions to enhance regional competitiveness.	IGR	Ongoing	Existing Resources		Continuing	
Regional Cooperation Goal 2. Ensure efficient regional service delivery.								
Outcome RC2.1. Efficient coordination of regional services.	RC2.1.1	Support continued development of regional approaches to addressing new federal and State requirements for both wastewater and stormwater management.	Utilities; PW; Planning	Ongoing	*	Part of work program for ES1.1.14.	Continuing	
	RC2.1.2	Study and adopt a new regional waste management structure for post-2018, when existing arrangements are due to expire.	PW	Mid-Term	\$100,000 to \$250,000		Underway	Study is underway at HRPDC
	RC2.1.3	Encourage a coordinated approach to the development of affordable housing, involving all affected agencies.	OEI; NRHA; Planning	Ongoing	Existing Resources		Continuing	
	RC2.1.4	Work with agencies throughout the region to develop and implement policies and programs addressing special needs populations.	HS; OEI; Neighborhood Development	Ongoing	\$250,000 to \$1 Million		Continuing	
	RC2.1.5	Continue to work in partnership with various levels of government and public agencies to address homelessness on a regional basis.	OEI; NRHA	Ongoing	Existing Resources		Continuing	Regional SRO program
	RC2.1.6	Explore possible efficiencies to be gained by coordinating the purchase of municipal goods and services.	Finance; GS	Ongoing	Up to \$100,000		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM	ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015		DETAILS
	RC2.1.7	Continue to improve regional emergency preparedness, responsiveness, and evacuation planning.	EM	Ongoing	Existing Resources		Continuing	Ready Hampton Roads initiative
Regional Cooperation Goal 3. Support a regional approach to emerging issues that cross jurisdictional boundaries.								
Outcome RC3.1. More effective regional approaches to emerging issues of concern.	RC3.1.1	Coordinate land use planning at jurisdictional boundaries to reduce land use conflicts.	Planning	Ongoing	Existing Resources		Continuing	
	RC3.1.2	Support the development of a regional greenhouse gas emissions inventory and emission reduction targets.	CMO	Mid-Term	\$250,000 to \$1 Million		Not started	
	RC3.1.3	Coordinate with regional partners and programs working on issues related to sea level rise.	Planning; PW	Ongoing	Existing Resources	Related to ES2.1.1 and ES2.1.2.	Continuing	
	RC3.1.4	Continue to explore regional approaches, including partnerships with universities and other organizations, to address new and emerging region-wide issues and topics.	Planning	Ongoing	Existing Resources		Continuing	
Implementation Goal 1. Ensure that <i>plaNorfolk2030</i> remains a valuable tool for decision-making.								
Outcome IP1.1. <i>plaNorfolk2030</i> is used to guide decision making about physical development and public infrastructure.	IP1.1.1	Review all land use applications for consistency with <i>plaNorfolk2030</i> .	Planning	Ongoing	Existing Resources		Continuing	
	IP1.1.2	Ensure that proposed capital improvement projects are consistent with the recommendations of <i>plaNorfolk2030</i> as required by the <i>Code of Virginia</i> .	Planning; Budget	Ongoing	Existing Resources		Continuing	
	IP1.1.3	Encourage City departments and outside agencies to develop work plans that are consistent with the recommendations of <i>plaNorfolk2030</i> .	CMO	Ongoing	Existing Resources		Continuing	
	IP1.1.4	Evaluate grant requests, including Community Development Block Grant applications, against the requirements of <i>plaNorfolk2030</i> .	Planning; Budget	Ongoing	Existing Resources		Continuing	CDBG requests no longer reviewed by Planning
Outcome IP1.2. Effective tools that support the implementation of <i>plaNorfolk2030</i> .	IP1.2.1	Regularly evaluate City codes to ensure that the goals of <i>plaNorfolk2030</i> are being implemented effectively.	CMO	Ongoing	Existing Resources		Continuing	Reinvest; Poverty Task Force
	IP1.2.2	Regularly review the best practices of local governments throughout the United States and amend Norfolk's codes, where appropriate, to ensure that City codes are as effective as possible.	CMO	Ongoing	Existing Resources		Continuing	
	IP1.2.3	Prepare a report evaluating the status and effectiveness of <i>plaNorfolk2030</i> implementation at least every two years.	Planning	Ongoing	Existing Resources		Continuing	

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Table IP-1. Implementation Matrix Status March 2015

IMPLEMENTATION ITEM		ACTION	LEAD RESPONSIBILITY	TIMEFRAME FOR COMPLETION	COST CATEGORY	COMMENTS	STATUS MARCH 2015	DETAILS
	IP1.2.4	Review <i>plaNorfolk2030</i> , in its entirety, every five years to determine if there is a need for any amendments.	Planning	Ongoing	Existing Resources		Not started	First evaluation in 2018
Outcome IP1.3. <i>plaNorfolk2030</i> is amended whenever conditions warrant.	IP1.3.1	Consider amending <i>plaNorfolk2030</i> when it is determined that there has been a change in conditions since adoption, when a plan or study evaluates an area at a greater level of detail, or when it is discovered that an error has been made.	Planning	Ongoing	Existing Resources		Continuing	
	IP1.3.2	Ensure newly completed area plans are adopted by reference into <i>plaNorfolk2030</i> , amending <i>plaNorfolk2030</i> to reflect the recommendations of the area plan, where appropriate.	Planning	Ongoing	Existing Resources		Continuing	
	IP1.3.3	Process amendments to <i>plaNorfolk2030</i> according to requirements established by the <i>Code of Virginia</i> and City code.	Planning	Ongoing	Existing Resources		Continuing	

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